
LEADERSHIP ACROSS DIFFERENCES

A REPORT ON RESEARCH AND FINDINGS

Kelly M. Hannum
William A. Gentry
Todd J. Weber

A Center for Creative Leadership Report

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Kel l y M. Hannum, Wil l iam Centry, and Todd Weber

Center for Creative Leadership

Greensboro, North Carolina, USA

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Table of Contents

List of Tables

Introduction.....	1
Sample Description.....	2
Measurement Creation and Administration.....	4
Results.....	6
Gender Scenario.....	6
Seriousness.....	7
Helpful and Harmful Responses.....	13
Who Should Be Involved.....	98
Religion Scenario.....	116
Seriousness.....	116
Helpful and Harmful Responses.....	122
Who Should Be Involved.....	206
Race Scenario.....	226
Seriousness.....	226
Helpful and Harmful Responses.....	229
Who Should Be Involved.....	272
Immigration/Language Scenario.....	290
Seriousness.....	291
Helpful and Harmful Responses.....	294
Who Should Be Involved.....	346
References.....	365
Appendix A. Long Version of the Survey.....	366
Appendix B. Short Version of the Survey.....	393

List of Tables

Table 1	Respondents by Country.....	3
Table 2	Mean Ratings of Seriousness and Whether Action Should Be Taken.....	8
Table 3	Post Hoc Tests of Gender Scenario Seriousness Questions between Countries....	8
Table 4	Descriptive Statistics and ANOVA Test of Helpful /Harmful Response Gender Scenario.....	13
Table 5	Post Hoc Tests of Gender Scenario Helpful and Harmful Responses Countries.....	23
Table 6	Descriptive Statistics and ANOVA Test of Whom to Involve Response Gender Scenario.....	98
Table 7	Post Hoc Tests of Gender Scenario Whom to Involve between Countries.....	102
Table 8	Mean Ratings of Seriousness and Whether Action Should Be Taken	117
Table 9	Post Hoc Tests of Religion Scenario Seriousness Questions between	117
Table 10	Descriptive Statistics and ANOVA Test of Helpful /Harmful Response Religion Scenario	122
Table 11	Post Hoc Tests of Religion Scenario Helpful and Harmful Responses Countries	132
Table 12	Descriptive Statistics and ANOVA Test of Whom to Involve Response Religion Scenario	207
Table 13	Post Hoc Tests of Religion Scenario Whom to Involve between Countries	210
Table 14	Mean Ratings of Seriousness and Whether Action Should Be Taken	226
Table 15	Post Hoc Tests of Race Scenario Seriousness Questions between Countries	227
Table 16	Descriptive Statistics and ANOVA Test of Helpful /Harmful Response Race Scenario	229
Table 17	Post Hoc Tests of Race Scenario Helpful and Harmful Responses between Countries	237
Table 18	Descriptive Statistics and ANOVA Test of Whom to Involve Response Race Scenario	273
Table 19	Post Hoc Tests of Race Scenario Whom to Involve between Countries	276

Table 20	Mean Ratings of Seriousness and Whether Action Should Be Taken	291
Table 21	Post Hoc Tests of Immigration Scenario Seriousness Questions between Countries	292
Table 22	Descriptive Statistics and ANOVA Test of Helpful/Harmful Response Immigration Scenario	295
Table 23	Post Hoc Tests of Immigration Scenario Helpful and Harmful Response between Countries	303
Table 24	Descriptive Statistics and ANOVA Test of Whom to Involve Response Immigration Scenario	346
Table 25	Post Hoc Tests of Immigration Scenario Whom to Involve between Countries	350

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INTRODUCTION

The data shared in this report are drawn from the Leadership across Differences research project. Our research began in 2001 and continued through 2008. The international research team included Center for Creative Leadership faculty and research partners at various institutions around the world. We conducted our research using a multimethod research design. We gathered survey, interview, and archival data from for-profit and non-profit organizations. We wanted to better understand what contributed to social identity tensions and conflicts in organizations and explore what leadership responses were desired and which were used. To learn more about this research, you can visit our website at <http://www.ccl.org/leadership/research/lead/>.

We decided to create a technical report on our research as a way to summarize our research findings in a comprehensive manner. This report results from the efforts of many people. We would like to thank the individuals and organizations who contributed their stories which form the foundation of this casebook, but who remain unnamed to honor our agreements with them. We also want to thank our research collaborators, including Chris Ernst, Kathryn Cartner, Rachael Foy, Bill Gentry, Sarah Glover, Michael Hoppe, Vijayan Munusamy, Patty Ohlott, Marian Ruderman, Joan Tavares, Maxine Dalton, Ancella Livers, Robbie Solomon, Jeff Yip, Donna Chrobot-Mason, David Dinwoodie, Claude Leboeuf, Jonna Louvrier, Muhsen Makhamreh, Stella Nkomo, Lilach Sagiv, Sigmar Maes, Elizabeth Schwartz, Peter Smith, and Tammy Rubel.

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Leadership across Differences

- CARE
- Chubb
- ConocoPhillips
- GlaxoSmithKline
- Greensboro Fire Department
- Lutheran Family Services
- Mercy Corps
- Merrill Lynch
- Singapore Economic Development Board
- Swiss Re
- Syngenta
- Verizon
- Virginia State University
- Warner Foundation
- Z. Smith Reynolds Foundation

SAMPLE DESCRIPTION

Survey data were collected from France, Germany, India, Japan, Jordan, Scotland, Singapore, South Africa, Spain, and the United States as part of a project to examine social identity differences across cultures. A total of 3,041 individuals participated in the survey, representing 21 organizations.

Table 1. Respondents by Country

Country	Frequency
United States	1,354
Scotland	277
Germany	263
India	235
Japan	214
Spain	192
France	155
Singapore	133
Jordan	110
South Africa	108
Total	3,041

We identified countries to include in our study based on a review of several cultural frameworks (Hofstede, 2001; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Schwartz, 1994) with the goal of identifying substantial variation on several cultural dimensions. Schwartz, a CCL Visiting Fellow at the time, helped identify the countries to include in our sampling frame. Our initial sampling frame included the following twelve countries: Brazil, Denmark, France, Germany, India, Jordan, Malaysia, Singapore, South Africa, Spain, the United Kingdom, and the United States. Our inability to gain the level of access required in organizations and to find in-country research collaborators prevented us from gathering data in all the identified countries. We were not able to gather sufficient data in Brazil, Denmark, Malaysia, and Singapore, all of which were in our initial sampling frame. We were presented with an opportunity to collect data in Spain and Japan, two countries not initially part of our sampling frame. We focused our data collection efforts in the United Kingdom to include only Scotland. Data were typically gathered from organizations (one for-profit and one non-profit) within each country, thus, generalizing these data to the entire country is not advisable.

MEASUREMENT CREATION AND ADMINISTRATION

In an effort to insure that questions were understood across a range of cultures, we conducted pilot interviews with individuals located in Belgium, Germany, Indonesia, Israel, Mozambique, Saudi Arabia, Switzerland, the United Kingdom, and the United States. In each interview, individuals were asked to describe events between and among different social identity groups in the workplace. These interviews were analyzed and used to develop several scenarios that, with proper translation and minor adjustments, would be appropriate in a wide range of countries.

Based on the interviews, we crafted four scenarios that described four different situations where there was tension between social identity groups. Each of our scenarios focused on different social identity groups, which included gender, race, and immigration status. The scenarios were designed to highlight social identity issues rather than interpersonal issues. We then sent the scenarios to academic colleagues in each of the countries where data collection was planned, and we used their comments and suggestions to further refine the scenario and insure that it made sense in each cultural context.

We concurrently developed a list of actions that could be in response to the scenarios, as well as a list of types of people who could get involved in the situation, drawing from a wide range of relevant literatures, including social identity, social justice, conflict, diversity, and several others. We took the resulting list of actions and actors and sent these to our research collaborators in each country, as well as other cross-cultural researchers, who provided feedback on culturally inappropriate actions as well as providing additional items so that a wide range of potential responses and actors were included. The scenarios and actors were listed

for each of the four scenarios with minor modifications made to reflect the social identities or names used in the scenario.

Organizations within each country were identified by one or more in-country collaborators, who also conducted data collection. Once the principal investigators confirmed that the organization was appropriate for the research, the collaborators invited the organization to participate in the study. Once an organization agreed to participate, interviews were conducted with at least ten individuals to develop a deeper understanding of the organizational context, and the survey was administered to a wider group of individuals. Surveys were conducted either a paper-based or an online survey depending on the context and preference of the organization. Though various types of data were collected as part of the larger study, we focus only on the survey data in order to provide a detailed summary of the data. Two versions of the survey are available in Appendix A and Appendix B.

RESULTS

Survey results are provided in the subsequent section organized by type of scenario. Information about the statistical significance of the rating differences between countries are provided for each table. The number of comparisons made increases the likelihood of finding statistically significant results. We encourage those using these data to calculate an appropriate p -value threshold, based on the comparisons they are making, using a procedure such as the Bonferroni correction. The sample size for each country is provided, typically indicated as N , followed by the number of respondents in that category. In order to shorten the survey and because not all scenarios were deemed relevant at all research sites, a subset of scenarios was administered in some cases. Therefore, data for some scenarios does not include all research sites. Not every respondent completed the survey, but sample sizes for different items may not be equal.

Gender Scenario

Data collected in response to the gender scenario is organized into three categories: 1) seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should get involved in the situation. The results shared in this section are in response to following scenario:

At a charitable institution in your city a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.

Seriousness

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 2. The table also includes the standard deviation and t-statistic (C indicates $p \leq 0.05$, ** indicates $p \leq 0.01$, *** indicates $p \leq 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with textual anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

The United States had the highest mean seriousness rating, indicating that the scenario was rated as most serious in that country. The lowest mean seriousness rating was from Jordan, though the mean rating indicates the situation is serious, just not as serious as perceived in other countries. The United States and Japan had the highest mean for taking action, indicating that the majority of respondents in those countries thought action should be taken. The lowest mean rating for taking action is from Jordan, though the mean rating suggests that action should be taken. This pattern is not surprising because ratings of perceived seriousness and action taking are related.

Table 2. Mean Ratings of Seriousness and Whether Action Should Be Taken

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	2519	2.87	0.37	33.72***
	United States	859	2.96	0.22	
	Germany	203	2.73	0.54	
	Spain	191	2.84	0.39	
	South Africa	104	2.83	0.43	
	France	155	2.75	0.45	
	Singapore	133	2.74	0.49	
	India	312	2.93	0.26	
	Jordan	110	2.45	0.63	
	Japan	214	2.93	0.30	
	Scotland	238	2.94	0.27	
Please tell us if you think action should be taken.	TOTAL	2517	2.93	0.03	16.07***
	United States	859	2.97	0.17	
	Germany	202	2.89	0.38	
	Spain	191	2.94	0.30	
	South Africa	103	2.89	0.37	
	France	155	2.96	0.19	
	Singapore	133	2.77	0.47	
	India	312	2.96	0.25	
	Jordan	110	2.72	0.51	
	Japan	214	2.97	0.18	
	Scotland	238	2.96	0.23	

In order to further explore country differences, we conducted post hoc tests using the least squared differences The results from these comparisons are presented in Table 3. The two countries with the largest differences in ratings were the United States and Jordan. The responses from Jordan were (on average) not similar to the responses from other countries.

Table 3. Post Hoc Tests of Gender Scenario Seriousness Questions between Countries

Question	Country (I)	Comparison Country (J)	Mean	Sig.
			Difference (I-J)	
How serious do you think this situation could become?	United States	Germany	0.23	0.00
		Spain	0.12	0.00
		South Africa	0.13	0.00
		France	0.20	0.00
		Singapore	0.22	0.00

Leadership across Differences

		India	0.03	0.27
		Jordan	0.50	0.00
		Japan	0.03	0.22
		Scotland	0.02	0.51
How serious do you think this situation could become?	Germany	United States	-0.23	0.00
		Spain	-0.11	0.00
		South Africa	-0.10	0.02
		France	-0.03	0.49
		Singapore	-0.01	0.84
		India	-0.20	0.00
		Jordan	0.27	0.00
		Japan	-0.20	0.00
		Scotland	-0.21	0.00
How serious do you think this situation could become?	Spain	United States	-0.12	0.00
		Germany	0.11	0.00
		South Africa	0.02	0.71
		France	0.09	0.02
		Singapore	0.11	0.01
		India	-0.09	0.01
		Jordan	0.39	0.00
		Japan	-0.08	0.02
		Scotland	-0.10	0.00
How serious do you think this situation could become?	South Africa	United States	-0.13	0.00
		Germany	0.10	0.02
		Spain	-0.02	0.71
		France	0.07	0.11
		Singapore	0.09	0.05
		India	-0.11	0.01
		Jordan	0.37	0.00
		Japan	-0.10	0.02
		Scotland	-0.11	0.01
How serious do you think this situation could become?	France	United States	-0.20	0.00
		Germany	0.03	0.49
		Spain	-0.09	0.02
		South Africa	-0.07	0.11
		Singapore	0.02	0.66
		India	-0.18	0.00
		Jordan	0.30	0.00
		Japan	-0.17	0.00
		Scotland	-0.19	0.00
How serious do you think this situation could become?	Singapore	United States	-0.22	0.00

Leadership across Differences

		Germany	0.01	0.84
		Spain	-0.11	0.01
		South Africa	-0.09	0.05
		France	-0.02	0.66
		India	-0.20	0.00
		Jordan	0.28	0.00
		Japan	-0.19	0.00
		Scotland	-0.20	0.00
How serious do you think this situation could become?	India	United States	-0.03	0.27
		Germany	0.20	0.00
		Spain	0.09	0.01
		South Africa	0.11	0.01
		France	0.18	0.00
		Singapore	0.20	0.00
		Jordan	0.48	0.00
		Japan	0.01	0.81
		Scotland	-0.01	0.78
How serious do you think this situation could become?	Jordan	United States	-0.50	0.00
		Germany	-0.27	0.00
		Spain	-0.39	0.00
		South Africa	-0.37	0.00
		France	-0.30	0.00
		Singapore	-0.28	0.00
		India	-0.48	0.00
		Japan	-0.47	0.00
		Scotland	-0.49	0.00
How serious do you think this situation could become?	Japan	United States	-0.03	0.22
		Germany	0.20	0.00
		Spain	0.08	0.02
		South Africa	0.10	0.02
		France	0.17	0.00
		Singapore	0.19	0.00
		India	-0.01	0.81
		Jordan	0.47	0.00
		Scotland	-0.02	0.63
How serious do you think this situation could become?	Scotland	United States	-0.02	0.51
		Germany	0.21	0.00
		Spain	0.10	0.00
		South Africa	0.11	0.01
		France	0.19	0.00
		Singapore	0.20	0.00
		India	0.01	0.78
		Jordan	0.49	0.00

Leadership across Differences

		Japan	0.02	0.63
Please tell us if you think ac should be taken.	United States	Germany	0.08	0.00
		Spain	0.03	0.12
		South Africa	0.08	0.01
		France	0.01	0.69
		Singapore	0.20	0.00
		India	0.02	0.39
		Jordan	0.25	0.00
		Japan	0.00	0.86
		Scotland	0.01	0.66
Please tell us if you think ac should be taken.	Germany	United States	-0.08	0.00
		Spain	-0.05	0.10
		South Africa	0.00	0.95
		France	-0.07	0.02
		Singapore	0.12	0.00
		India	-0.05	0.01
		Jordan	0.17	0.00
		Japan	-0.08	0.00
		Scotland	-0.07	0.01
Please tell us if you think ac should be taken.	Spain	United States	-0.03	0.12
		Germany	0.05	0.10
		South Africa	0.04	0.19
		France	-0.02	0.42
		Singapore	0.16	0.00
		India	-0.02	0.48
		Jordan	0.22	0.00
		Japan	-0.03	0.27
		Scotland	-0.03	0.35
Please tell us if you think ac should be taken.	South Africa	United States	-0.08	0.01
		Germany	0.00	0.95
		Spain	-0.04	0.19
		France	-0.07	0.05
		Singapore	0.12	0.00
		India	-0.06	0.05
		Jordan	0.18	0.00
		Japan	-0.07	0.02
		Scotland	-0.07	0.03
Please tell us if you think ac should be taken.	France	United States	-0.01	0.69
		Germany	0.07	0.02
		Spain	0.02	0.42
		South Africa	0.07	0.05

Leadership across Differences

		Singapore	0.19	0.00
		India	0.01	0.82
		Jordan	0.24	0.00
		Japan	-0.01	0.84
		Scotland	0.00	0.97
Please tell us if you think a c should be taken.	Singapore	United States	-0.20	0.00
		Germany	-0.12	0.00
		Spain	-0.16	0.00
		South Africa	-0.12	0.00
		France	-0.19	0.00
		India	-0.18	0.00
		Jordan	0.06	0.11
		Japan	-0.19	0.00
		Scotland	-0.19	0.00
Please tell us if you think a c should be taken.	India	United States	-0.02	0.39
		Germany	0.05	0.01
		Spain	0.02	0.48
		South Africa	0.06	0.05
		France	-0.01	0.82
		Singapore	0.18	0.00
		Jordan	0.24	0.00
		Japan	-0.01	0.62
		Scotland	-0.01	0.77
Please tell us if you think a c should be taken.	Jordan	United States	-0.25	0.00
		Germany	-0.17	0.00
		Spain	-0.22	0.00
		South Africa	-0.18	0.00
		France	-0.24	0.00
		Singapore	-0.06	0.11
		India	-0.24	0.00
		Japan	-0.25	0.00
		Scotland	-0.24	0.00
Please tell us if you think a c should be taken.	Japan	United States	0.00	0.86
		Germany	0.08	0.00
		Spain	0.03	0.27
		South Africa	0.07	0.02
		France	0.01	0.84
		Singapore	0.19	0.00
		India	0.01	0.62
		Jordan	0.25	0.00
		Scotland	0.01	0.84
Please tell us if you think act	Scotland	United States	-0.01	0.66

Leadership across Differences

should be taken.

Germany	0.07	0.01
Spain	0.03	0.35
South Africa	0.07	0.03
France	0.00	0.97
Singapore	0.19	0.00
India	0.01	0.77
Jordan	0.24	0.00
Japan	-0.01	0.84

Helpful and Harmful Responses

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 4. The table also includes the standard deviation and the F-statistic (the F indicates $p < 0.05$, ** indicates $p < 0.01$, *** indicates $p < 0.001$), which in this case indicates that there is a statistically significant difference between ratings from the different countries. All ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Harmful.

Table 4. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Gender

Scenario

Question	Country	N	Mean	sd	F
Conduct an investigation to identify the men making the suggestive comments.	TOTAL	2331	1.67	1.01	12.86***
	United States	803	1.49	0.89	
	Germany	185	2.02	1.14	
	Spain	191	1.80	0.96	
	South Africa	106	1.29	0.59	
	France	133	1.79	1.05	
	Singapore	125	1.65	0.74	
	India	292	2.04	1.33	
	Jordan	110	1.56	0.96	
	Japan	193	1.52	0.86	
	Scotland	193	1.72	1.08	
Establish a task force to make recommendations for addressing the situation.	TOTAL	607	2.01	0.99	3.62**
	United States	142	2.07	1.06	
	Germany	35	2.14	0.77	

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	Spain	190	2.19	1.00	
	South Africa	106	1.75	0.93	
	France	24	1.88	0.90	
	Jordan	110	1.85	0.93	
Call a meeting of the parties involved to get the facts.	TOTAL	2326	2.09	1.24	9.88***
	United States	802	2.20	1.33	
	Germany	184	1.90	1.09	
	Spain	188	2.48	1.12	
	South Africa	106	1.60	1.12	
	France	132	1.92	1.08	
	Singapore	125	1.79	0.84	
	India	295	2.31	1.38	
	Jordan	109	1.88	1.11	
	Japan	193	1.73	1.04	
	Scotland	192	2.19	1.25	
Talk informally to a few people to find out more about what is going on.	TOTAL	2327	2.13	1.11	5.51***
	United States	801	2.07	1.10	
	Germany	184	2.21	1.18	
	Spain	191	2.41	1.14	
	South Africa	106	2.07	1.07	
	France	132	2.46	1.12	
	Singapore	124	1.84	0.85	
	India	299	2.17	1.21	
	Jordan	110	2.18	1.06	
	Japan	192	1.86	1.01	
	Scotland	188	2.15	1.02	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	2317	2.13	1.00	16.35***
	United States	802	2.02	0.97	
	Germany	181	2.51	0.91	
	Spain	189	2.44	0.86	
	South Africa	105	2.09	1.02	
	France	134	1.88	0.89	
	Singapore	124	1.89	0.95	
	India	291	2.47	1.23	
	Jordan	109	1.91	0.79	
	Japan	192	1.79	0.84	
	Scotland	190	2.29	0.94	
Let the situation play itself out and do nothing.	TOTAL	2315	4.70	0.81	37.71***
	United States	800	4.85	0.50	
	Germany	183	4.87	0.38	
	Spain	189	4.78	0.48	

Leadership across Differences

South Africa	106	4.80	0.61
France	131	4.90	0.37
Singapore	125	4.30	0.93
India	290	4.05	1.58
Jordan	110	4.39	1.00
Japan	192	4.91	0.35
Scotland	189	4.84	0.52

Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.

TOTAL	2324	4.30	1.06	72.27***
United States	802	4.70	0.69	
Germany	184	4.59	0.74	
Spain	191	4.45	0.74	
South Africa	106	4.57	0.89	
France	133	4.41	0.89	
Singapore	124	3.51	1.20	
India	291	3.43	1.44	
Jordan	110	3.40	1.26	
Japan	192	4.05	1.14	
Scotland	191	4.65	0.65	

Punish anyone who disrupts the work in response to the rumors

TOTAL	2291	3.82	1.24	53.75***
United States	790	4.01	1.19	
Germany	182	4.58	0.71	
Spain	187	3.91	0.95	
South Africa	106	4.09	1.22	
France	130	4.07	1.05	
Singapore	125	3.22	1.13	
India	279	3.00	1.29	
Jordan	110	2.46	1.19	
Japan	192	3.99	1.14	
Scotland	190	4.16	0.98	

Work with the men and women to surface the differences so that they can better understand one another's point of view.

TOTAL	2318	2.21	1.08	8.07***
United States	800	2.28	1.12	
Germany	181	2.47	1.16	
Spain	190	2.29	0.93	
South Africa	106	1.76	0.91	
France	132	1.86	0.96	
Singapore	125	2.05	0.85	
India	292	2.42	1.21	
Jordan	110	2.14	1.04	
Japan	191	2.00	0.92	
Scotland	191	2.09	1.00	

Leadership across Differences

Encourage debate and discuss about what happened.	TOTAL	604	2.59	1.18	5.63***
	United States	140	2.78	1.33	
	Germany	35	2.40	1.01	
	Spain	190	2.76	1.08	
	South Africa	106	2.29	1.19	
	France	23	1.74	0.86	
	Jordan	110	2.60	1.11	
Discourage women from expressing dissatisfaction with the situation.	TOTAL	2319	4.51	1.01	48.95***
	United States	799	4.81	0.58	
	Germany	183	4.54	1.12	
	Spain	189	4.72	0.66	
	South Africa	106	4.79	0.69	
	France	130	4.80	0.59	
	Singapore	124	3.85	1.19	
	India	295	3.86	1.58	
	Jordan	110	3.65	1.13	
	Japan	191	4.36	0.92	
	Scotland	192	4.77	0.69	
Ask coworkers of the women who are upset to try to get them to calm down.	TOTAL	2312	3.68	1.23	78.26***
	United States	797	4.21	1.03	
	Germany	182	3.73	1.01	
	Spain	191	3.46	1.04	
	South Africa	105	3.77	1.27	
	France	130	3.88	1.12	
	Singapore	125	2.39	0.94	
	India	289	2.81	1.18	
	Jordan	109	2.63	1.37	
	Japan	191	3.72	1.06	
	Scotland	193	4.10	1.01	
Inform the media about what is going on. ^a	TOTAL	558	4.44	0.90	2.56*
	United States	141	4.48	0.95	
	Germany	34	4.47	0.93	
	Spain	191	4.39	0.83	
	South Africa	59	4.78	0.67	
	France	24	4.42	1.10	
	Jordan	109	4.28	0.96	
Redesign the work so that men and women will no longer have to interact with one another.	TOTAL	2324	4.14	1.09	47.79***
	United States	800	4.49	0.83	
	Germany	184	4.17	0.94	
	Spain	190	4.49	0.68	

Leadership across Differences

South Africa	106	4.27	1.01
France	132	4.33	0.82
Singapore	124	3.51	1.07
India	299	3.46	1.39
Jordan	109	3.34	1.25
Japan	189	3.75	1.27
Scotland	191	4.39	0.84

Direct employees to stop the gossip and informal conversations.

TOTAL	2315	3.17	1.20	31.23***
United States	796	3.18	1.21	
Germany	183	3.51	1.25	
Spain	188	3.68	0.98	
South Africa	106	3.09	1.15	
France	132	3.51	1.10	
Singapore	124	2.69	1.13	
India	297	2.81	1.12	
Jordan	109	1.90	0.85	
Japan	190	3.33	1.32	
Scotland	190	3.55	1.08	

Provide individuals with regular opportunity to learn more about the feelings, history and customs of those who are different from them.

TOTAL	2315	2.07	0.96	8.47***
United States	800	1.93	0.91	
Germany	181	2.20	0.98	
Spain	191	2.08	0.81	
South Africa	106	2.02	1.01	
France	130	2.15	0.84	
Singapore	124	2.03	0.85	
India	291	2.39	1.18	
Jordan	110	1.73	0.79	
Japan	191	2.06	0.90	
Scotland	191	2.23	0.96	

Insist that the men in the department apologize to the women.

TOTAL	2313	2.61	1.14	13.46***
United States	798	2.71	1.12	
Germany	186	2.22	1.19	
Spain	189	2.52	1.02	
South Africa	106	2.57	1.25	
France	129	2.06	0.91	
Singapore	124	2.63	1.00	
India	291	2.65	1.19	
Jordan	107	2.07	0.98	
Japan	191	2.91	1.15	
Scotland	192	2.97	1.13	

Leadership across Differences

Take legal action against the men immediately.

TOTAL	603	2.72	1.35	8.43***
United States	141	2.99	1.37	
Germany	34	2.88	1.47	
Spain	189	2.80	1.20	
South Africa	106	2.97	1.37	
France	23	2.09	1.00	
Jordan	110	2.09	1.34	

Apologize to those women who were offended.

TOTAL	2321	2.16	0.98	11.68***
United States	804	2.05	0.93	
Germany	185	2.31	1.01	
Spain	191	2.03	0.84	
South Africa	106	2.02	0.97	
France	128	1.89	0.86	
Singapore	125	2.24	0.84	
India	288	2.32	1.10	
Jordan	110	1.84	0.92	
Japan	191	2.66	1.04	
Scotland	193	2.25	0.99	

Appoint a qualified woman to supervisory job.

TOTAL	666	2.44	0.93	16.33***
United States	142	2.47	0.82	
Germany	35	2.43	0.95	
Spain	192	2.69	0.83	
South Africa	106	2.75	0.94	
France	24	2.50	0.66	
Jordan	109	2.06	0.96	
Scotland	58	1.64	0.91	

Initiate team building exercise for men and women.

TOTAL	2265	1.90	0.90	4.40***
United States	796	1.84	0.84	
Germany	184	1.79	0.80	
Spain	192	1.99	0.68	
South Africa	106	1.86	0.93	
France	130	1.89	0.83	
Singapore	124	1.94	0.76	
India	296	2.03	1.29	
Jordan	110	1.62	0.75	
Japan	192	1.99	0.85	
Scotland	135	2.16	0.88	

Initiate coaching for the men in this department.

TOTAL	2311	2.03	0.94	17.14***
United States	797	1.84	0.91	
Germany	183	2.13	0.88	
Spain	189	2.54	0.93	

Leadership across Differences

	South Africa	105	2.10	0.87	
	France	129	2.16	0.91	
	Singapore	125	2.01	0.78	
	India	292	2.30	1.09	
	Jordan	109	1.79	0.83	
	Japan	191	1.75	0.75	
	Scotland	191	2.10	0.98	
Develop a policy that threaten anyone with immediate termination for making suggestive comments or inappropriate touching.					
	TOTAL	2331	2.03	1.19	14.21***
	United States	802	1.75	1.06	
	Germany	183	2.19	1.29	
	Spain	192	2.52	1.25	
	South Africa	106	2.07	1.20	
	France	131	2.25	1.14	
	Singapore	124	2.18	1.05	
	India	300	2.11	1.35	
	Jordan	109	1.74	1.06	
	Japan	192	1.90	0.97	
	Scotland	192	2.47	1.29	
Develop a policy that threaten anyone with legal action for making suggestive comments or inappropriate touching.					
	TOTAL	559	2.16	1.18	7.01***
	United States	140	1.97	1.08	
	Germany	35	2.37	1.29	
	Spain	192	2.49	1.23	
	South Africa	59	2.24	1.28	
	France	23	1.83	0.98	
	Jordan	110	1.78	0.98	
Establish an independent office to handle such incidents.					
	TOTAL	2320	2.22	1.03	25.32***
	United States	797	1.92	0.96	
	Germany	184	2.04	0.91	
	Spain	192	2.86	1.02	
	South Africa	106	2.43	1.11	
	France	131	2.63	0.99	
	Singapore	125	2.48	0.85	
	India	293	2.41	1.17	
	Jordan	110	2.35	1.04	
	Japan	192	1.96	0.86	
	Scotland	190	2.34	0.94	
Stop hiring so many women.					
	TOTAL	606	4.46	0.96	27.95***
	United States	142	4.75	0.68	
	Germany	33	4.67	0.54	

Leadership across Differences

	Spain	192	4.71	0.62	
	South Africa	106	4.31	1.18	
	France	24	4.79	0.59	
	Jordan	109	3.63	1.18	
Conduct a best practices survey to develop recommendations based on what other organizations do.					
	TOTAL	2315	2.01	0.89	8.76***
	United States	796	1.93	0.83	
	Germany	181	2.04	0.83	
	Spain	192	2.31	0.88	
	South Africa	106	1.95	0.94	
	France	130	2.07	0.79	
	Singapore	124	1.98	0.75	
	India	295	2.22	1.15	
	Jordan	110	2.17	0.93	
	Japan	191	1.70	0.75	
	Scotland	190	1.88	0.82	
Hold training programs to teach men and women how to work together without disruption.					
	TOTAL	751	1.81	0.81	9.44***
	United States	141	1.51	0.65	
	Germany	181	2.07	0.90	
	Spain	192	1.86	0.79	
	South Africa	106	1.62	0.78	
	France	24	1.92	0.83	
	Jordan	110	1.85	0.77	
Hold training programs to teach men and women how to show respect to one another in the workplace.					
	TOTAL	1558	1.75	0.91	16.60***
	United States	657	1.56	0.76	
	France	106	1.72	0.84	
	Singapore	124	1.85	0.77	
	India	297	2.07	1.22	
	Japan	191	1.69	0.80	
	Scotland	183	1.95	0.87	
Acknowledge the women's grievances.					
	TOTAL	605	1.62	0.80	18.12***
	United States	142	1.26	0.55	
	Germany	35	1.34	0.54	
	Spain	191	1.85	0.82	
	South Africa	103	1.37	0.74	
	France	24	1.75	0.85	
	Jordan	110	1.96	0.88	
Redesign the work so that men and women are working together.					
	TOTAL	2313	2.10	0.93	9.80***

Leadership across Differences

on important tasks that require cooperation.

United States	796	2.24	0.92
Germany	180	1.77	0.79
Spain	192	2.07	0.83
South Africa	105	2.01	0.87
France	132	1.62	0.76
Singapore	123	2.02	0.81
India	296	2.15	1.17
Jordan	109	2.14	0.93
Japan	190	2.04	0.80
Scotland	190	2.25	0.88

Organize more meetings and social gatherings so that men and women can get to know one another as individuals.

TOTAL	2323	2.36	0.94	13.34***
United States	799	2.53	0.93	
Germany	182	2.66	0.92	
Spain	192	2.21	0.77	
South Africa	105	2.20	0.93	
France	132	2.07	0.82	
Singapore	124	2.10	0.81	
India	298	2.09	1.12	
Jordan	110	2.08	0.98	
Japan	192	2.44	0.87	
Scotland	189	2.51	0.81	

Showcase areas of the organization where men and women are working well together.

TOTAL	607	2.00	0.77	2.63*
United States	142	2.13	0.78	
Germany	34	2.29	0.76	
Spain	192	1.94	0.76	
South Africa	105	1.90	0.77	
France	24	1.92	0.65	
Jordan	110	1.96	0.77	

Establish a reward system for high-performing work groups where differences between men and women don't get in the way

TOTAL	2322	2.25	1.02	16.44***
United States	798	2.33	0.99	
Germany	184	2.11	0.97	
Spain	192	2.46	0.99	
South Africa	105	1.96	0.98	
France	130	2.95	1.15	
Singapore	124	2.24	0.90	
India	297	2.01	1.15	
Jordan	110	1.69	0.80	
Japan	192	2.09	0.83	

Leadership across Differences

	Scotland	190	234	0.96	
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	TOTAL	2321	141	0.80	34.88***
	United States	799	122	0.56	
	Germany	182	129	0.53	
	Spain	191	138	0.60	
	South Africa	105	122	0.48	
	France	131	123	0.49	
	Singapore	123	1.61	0.66	
	India	298	2.05	1.42	
	Jordan	110	1.47	0.71	
	Japan	191	1.57	0.71	
	Scotland	191	1.30	0.60	
Develop policies and procedures to insure that men and women are treated equally.	TOTAL	2314	142	0.83	26.95***
	United States	793	122	0.58	
	Germany	182	1.46	0.67	
	Spain	191	1.36	0.58	
	South Africa	105	1.16	0.57	
	France	130	1.26	0.58	
	Singapore	124	1.65	0.78	
	India	299	1.96	1.48	
	Jordan	110	1.56	0.67	
	Japan	190	1.62	0.69	
	Scotland	190	1.25	0.61	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	2328	153	0.85	26.39***
	United States	802	1.28	0.62	
	Germany	182	1.80	0.78	
	Spain	191	1.55	0.71	
	South Africa	105	1.32	0.73	
	France	133	1.37	0.61	
	Singapore	124	1.73	0.73	
	India	298	2.03	1.41	
	Jordan	110	1.73	0.69	
	Japan	192	1.58	0.72	
	Scotland	191	1.41	0.75	
Privately warn the men that is unacceptable behavior.	TOTAL	2320	2.20	1.24	25.55***
	United States	803	2.10	1.22	
	Germany	183	3.39	1.27	
	Spain	190	2.04	1.06	

Leadership across Differences

South Africa	105	2.28	1.24
France	130	2.27	1.32
Singapore	123	1.89	0.86
India	296	2.30	1.27
Jordan	107	1.79	0.95
Japan	192	1.93	1.05
Scotland	191	2.15	1.17

Educate employees that making suggestive comments is unacceptable in the workplace

TOTAL	601	1.49	0.78	11.51***
United States	140	1.17	0.51	
Germany	35	1.77	0.77	
Spain	190	1.74	0.83	
South Africa	105	1.35	0.78	
France	24	1.25	0.61	
Jordan	107	1.56	0.86	

Note. ^a Only participants from the United States, Germany, Spain, South Africa, France and Jordan responded to these items.

^b Only participants from the United States, France, Singapore, India and Scotland responded to this item.

^c Only participants from the United States, Germany, Spain, South Africa, France and Scotland responded to this item.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences. The results from these comparisons are presented in Table 5.

Table 5. Post Hoc Tests of Gender Scenario Helpful and Harmful Responses between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify the men making the suggestive comments.	United States	Germany	-0.53	0.000
		Spain	-0.31	0.000
		South Africa	0.20	0.055
		France	-0.30	0.001
		Singapore	-0.16	0.096
		India	-0.55	0.000
		Jordan	-0.07	0.462
		Japan	-0.03	0.670
		Scotland	-0.23	0.004
Conduct an investigation to	Germany	United States	0.53	0.000

Leadership across Differences

Identify the men making the suggestive comments.

Spain	0.22	0.031
South Africa	0.72	0.000
France	0.23	0.044
Singapore	0.37	0.001
India	-0.02	0.818
Jordan	0.45	0.000
Japan	0.49	0.000
Scotland	0.30	0.004

Conduct an investigation to identify the men making the suggestive comments.

Spain	United States	0.31	0.000
	Germany	-0.22	0.031
	South Africa	0.50	0.000
	France	0.01	0.955
	Singapore	0.15	0.195
	India	-0.24	0.009
	Jordan	0.23	0.051
	Japan	0.27	0.007
	Scotland	0.08	0.455

Conduct an investigation to identify the men making the suggestive comments.

South Africa	United States	-0.20	0.055
	Germany	-0.72	0.000
	Spain	-0.50	0.000
	France	-0.50	0.000
	Singapore	-0.36	0.007
	India	-0.75	0.000
	Jordan	-0.27	0.045
	Japan	-0.23	0.054
	Scotland	-0.43	0.000

Conduct an investigation to identify the men making the suggestive comments.

France	United States	0.30	0.001
	Germany	-0.23	0.044
	Spain	-0.01	0.955
	South Africa	0.50	0.000
	Singapore	0.14	0.252
	India	-0.25	0.017
	Jordan	0.23	0.077
	Japan	0.27	0.017
	Scotland	0.07	0.535

Conduct an investigation to identify the men making the suggestive comments.

Singapore	United States	0.16	0.096
	Germany	-0.37	0.001
	Spain	-0.15	0.195

Leadership across Differences

		South Africa	0.36	0.007
		France	-0.14	0.252
		India	-0.39	0.000
		Jordan	0.08	0.515
		Japan	0.12	0.274
		Scotland	-0.07	0.526
Conduct an investigation to identify the men making the suggestive comments.	India	United States	0.55	0.000
		Germany	0.02	0.818
		Spain	0.24	0.009
		South Africa	0.75	0.000
		France	0.25	0.017
		Singapore	0.39	0.000
		Jordan	0.47	0.000
		Japan	0.51	0.000
		Scotland	0.32	0.001
Conduct an investigation to identify the men making the suggestive comments.	Jordan	United States	0.07	0.462
		Germany	-0.45	0.000
		Spain	-0.23	0.051
		South Africa	0.27	0.045
		France	-0.23	0.077
		Singapore	-0.08	0.515
		India	-0.47	0.000
		Japan	0.04	0.734
		Scotland	-0.16	0.186
Conduct an investigation to identify the men making the suggestive comments.	Japan	United States	0.03	0.670
		Germany	-0.49	0.000
		Spain	-0.27	0.007
		South Africa	0.23	0.054
		France	-0.27	0.017
		Singapore	-0.12	0.274
		India	-0.51	0.000
		Jordan	-0.04	0.734
		Scotland	-0.20	0.051
Conduct an investigation to identify the men making the suggestive comments.	Scotland	United States	0.23	0.004
		Germany	-0.30	0.004
		Spain	-0.08	0.455
		South Africa	0.43	0.000
		France	-0.07	0.535
		Singapore	0.07	0.526
		India	-0.32	0.001

Leadership across Differences

		Jor dan	0.16	0.186
		Japan	0.20	0.051
Establ ish a task for ce to mak recomm endations for addressing the situati on.	United States	Ger many	-0.07	0.694
		Spain	-0.12	0.272
		South Afr ica	0.32	0.012
		France	0.20	0.365
		Jor dan	0.22	0.082
Establ ish a task for ce to mak recomm endations for addressing the situati on.	Ger many	United States	0.07	0.694
		Spain	-0.05	0.795
		South Afr ica	0.39	0.042
		France	0.27	0.301
		Jor dan	0.29	0.129
Establ ish a task for ce to mak recomm endations for addressing the situati on.	Spain	United States	0.12	0.272
		Ger many	0.05	0.795
		South Afr ica	0.43	0.000
		France	0.31	0.138
		Jor dan	0.33	0.004
Establ ish a task for ce to mak recomm endations for addressing the situati on.	South Afr ica	United States	-0.32	0.012
		Ger many	-0.39	0.042
		Spain	-0.43	0.000
		France	-0.12	0.586
		Jor dan	-0.10	0.453
Establ ish a task for ce to mak recomm endations for addressing the situati on.	France	United States	-0.20	0.365
		Ger many	-0.27	0.301
		Spain	-0.31	0.138
		South Afr ica	0.12	0.586
		Jor dan	0.02	0.926
Establ ish a task for ce to mak recomm endations for addressing the situati on.	Jor dan	United States	-0.22	0.082
		Ger many	-0.29	0.129
		Spain	-0.33	0.004
		South Afr ica	0.10	0.453
		France	-0.02	0.926
Call a meeting of the parties	United States	Ger many	0.30	0.002

Leadership across Differences

involved to get the facts.

Spain	-0.28	0.004
South Africa	0.60	0.000
France	0.28	0.013
Singapore	0.41	0.001
India	-0.11	0.203
Jordan	0.32	0.010
Japan	0.47	0.000
Scotland	0.01	0.945

Call a meeting of the parties
involved to get the facts.

Germany	United States	-0.30	0.002
	Spain	-0.59	0.000
	South Africa	0.29	0.049
	France	-0.02	0.886
	Singapore	0.10	0.458
	India	-0.41	0.000
	Jordan	0.02	0.913
	Japan	0.17	0.172
	Scotland	-0.30	0.019

Call a meeting of the parties
involved to get the facts.

Spain	United States	0.28	0.004
	Germany	0.59	0.000
	South Africa	0.88	0.000
	France	0.57	0.000
	Singapore	0.69	0.000
	India	0.18	0.115
	Jordan	0.60	0.000
	Japan	0.76	0.000
	Scotland	0.29	0.020

Call a meeting of the parties
involved to get the facts.

South Africa	United States	-0.60	0.000
	Germany	-0.29	0.049
	Spain	-0.88	0.000
	France	-0.31	0.049
	Singapore	-0.19	0.242
	India	-0.70	0.000
	Jordan	-0.28	0.096
	Japan	-0.12	0.409
	Scotland	-0.59	0.000

Call a meeting of the parties
involved to get the facts.

France	United States	-0.28	0.013
	Germany	0.02	0.886
	Spain	-0.57	0.000
	South Africa	0.31	0.049
	Singapore	0.12	0.412
	India	-0.39	0.002
	Jordan	0.04	0.820

Leadership across Differences

		Japan	0.19	0.164
		Scotland	-0.28	0.045
Call a meeting of the parties involved to get the facts.	Singapore	United States	-0.41	0.001
		Germany	-0.10	0.458
		Spain	-0.69	0.000
		South Africa	0.19	0.242
		France	-0.12	0.412
		India	-0.51	0.000
		Jordan	-0.09	0.578
		Japan	0.07	0.634
		Scotland	-0.40	0.004
Call a meeting of the parties involved to get the facts.	India	United States	0.11	0.203
		Germany	0.41	0.000
		Spain	-0.18	0.115
		South Africa	0.70	0.000
		France	0.39	0.002
		Singapore	0.51	0.000
		Jordan	0.42	0.002
		Japan	0.58	0.000
		Scotland	0.11	0.320
Call a meeting of the parties involved to get the facts.	Jordan	United States	-0.32	0.010
		Germany	-0.02	0.913
		Spain	-0.60	0.000
		South Africa	0.28	0.096
		France	-0.04	0.820
		Singapore	0.09	0.578
		India	-0.42	0.002
		Japan	0.16	0.287
		Scotland	-0.31	0.033
Call a meeting of the parties involved to get the facts.	Japan	United States	-0.47	0.000
		Germany	-0.17	0.172
		Spain	-0.76	0.000
		South Africa	0.12	0.409
		France	-0.19	0.164
		Singapore	-0.07	0.634
		India	-0.58	0.000
		Jordan	-0.16	0.287
		Scotland	-0.47	0.000
Call a meeting of the parties involved to get the facts.	Scotland	United States	-0.01	0.945
		Germany	0.30	0.019
		Spain	-0.29	0.020

Leadership across Differences

		South Africa	0.59	0.000
		France	0.28	0.045
		Singapore	0.40	0.004
		India	-0.11	0.320
		Jordan	0.31	0.033
		Japan	0.47	0.000
Talk informally to a few people to find out more about what is going on.	United States	Germany	-0.14	0.128
		Spain	-0.34	0.000
		South Africa	0.00	0.973
		France	-0.39	0.000
		Singapore	0.23	0.029
		India	-0.10	0.162
		Jordan	-0.11	0.316
		Japan	0.21	0.017
		Scotland	-0.08	0.375
Talk informally to a few people to find out more about what is going on.	Germany	United States	0.14	0.128
		Spain	-0.21	0.068
		South Africa	0.14	0.294
		France	-0.26	0.041
		Singapore	0.37	0.004
		India	0.03	0.751
		Jordan	0.02	0.852
		Japan	0.35	0.002
		Scotland	0.06	0.613
Talk informally to a few people to find out more about what is going on.	Spain	United States	0.34	0.000
		Germany	0.21	0.068
		South Africa	0.35	0.009
		France	-0.05	0.696
		Singapore	0.57	0.000
		India	0.24	0.019
		Jordan	0.23	0.078
		Japan	0.55	0.000
		Scotland	0.26	0.019
Talk informally to a few people to find out more about what is going on.	South Africa	United States	0.00	0.973
		Germany	-0.14	0.294
		Spain	-0.35	0.009
		France	-0.40	0.006
		Singapore	0.23	0.118
		India	-0.11	0.385
		Jordan	-0.12	0.439

Leadership across Differences

		Japan	0.21	0.120
		Scotland	-0.08	0.534
Talk informally to a few people to find out more about what is going on.	France	United States	0.39	0.000
		Germany	0.26	0.041
		Spain	0.05	0.696
		South Africa	0.40	0.006
		Singapore	0.62	0.000
		India	0.29	0.012
		Jordan	0.28	0.048
		Japan	0.60	0.000
		Scotland	0.31	0.012
Talk informally to a few people to find out more about what is going on.	Singapore	United States	-0.23	0.029
		Germany	-0.37	0.004
		Spain	-0.57	0.000
		South Africa	-0.23	0.118
		France	-0.62	0.000
		India	-0.34	0.004
		Jordan	-0.34	0.017
		Japan	-0.02	0.870
		Scotland	-0.31	0.015
Talk informally to a few people to find out more about what is going on.	India	United States	0.10	0.162
		Germany	-0.03	0.751
		Spain	-0.24	0.019
		South Africa	0.11	0.385
		France	-0.29	0.012
		Singapore	0.34	0.004
		Jordan	-0.01	0.949
		Japan	0.31	0.002
		Scotland	0.02	0.807
Talk informally to a few people to find out more about what is going on.	Jordan	United States	0.11	0.316
		Germany	-0.02	0.852
		Spain	-0.23	0.078
		South Africa	0.12	0.439
		France	-0.28	0.048
		Singapore	0.34	0.017
		India	0.01	0.949
		Japan	0.32	0.014
		Scotland	0.03	0.803
Talk informally to a few people	Japan	United States	-0.21	0.017

Leadership across Differences

to find out more about what is going on.

Germany	-0.35	0.002
Spain	-0.55	0.000
South Africa	-0.21	0.120
France	-0.60	0.000
Singapore	0.02	0.870
India	-0.31	0.002
Jordan	-0.32	0.014
Scotland	-0.29	0.010

Talk informally to a few people to find out more about what is going on.

Scotland	United States	0.08	0.375
	Germany	-0.06	0.613
	Spain	-0.26	0.019
	South Africa	0.08	0.534
	France	-0.31	0.012
	Singapore	0.31	0.015
	India	-0.32	0.807
	Jordan	-0.03	0.803
	Japan	0.29	0.010

Unify employees by reminding them of the shared goals of the organization.

United States	Germany	-0.50	0.000
	Spain	-0.42	0.000
	South Africa	-0.07	0.498
	France	0.14	0.131
	Singapore	0.13	0.164
	India	-0.46	0.000
	Jordan	0.11	0.270
	Japan	0.23	0.003
	Scotland	-0.28	0.000

Unify employees by reminding them of the shared goals of the organization.

Germany	United States	0.50	0.000
	Spain	0.07	0.459
	South Africa	0.43	0.000
	France	0.63	0.000
	Singapore	0.63	0.000
	India	0.04	0.666
	Jordan	0.61	0.000
	Japan	0.73	0.000
	Scotland	0.22	0.030

Unify employees by reminding them of the shared goals of the organization.

Spain	United States	0.42	0.000
	Germany	-0.07	0.459
	South Africa	0.35	0.003

Leadership across Differences

		France	0.56	0.000
		Singapore	0.55	0.000
		India	-0.04	0.699
		Jordan	0.53	0.000
		Japan	0.65	0.000
		Scotland	0.14	0.147
Unify employees by reminding them of the shared goals of the organization.	South Africa	United States	0.07	0.498
		Germany	-0.43	0.000
		Spain	-0.35	0.003
		France	0.21	0.105
		Singapore	0.20	0.123
		India	-0.39	0.000
		Jordan	0.18	0.181
		Japan	0.30	0.011
		Scotland	-0.21	0.076
Unify employees by reminding them of the shared goals of the organization.	France	United States	-0.14	0.131
		Germany	-0.63	0.000
		Spain	-0.56	0.000
		South Africa	-0.21	0.105
		Singapore	-0.01	0.957
		India	-0.59	0.000
		Jordan	-0.03	0.825
		Japan	0.09	0.389
		Scotland	-0.41	0.000
Unify employees by reminding them of the shared goals of the organization.	Singapore	United States	-0.13	0.164
		Germany	-0.63	0.000
		Spain	-0.55	0.000
		South Africa	-0.20	0.123
		France	0.01	0.957
		India	-0.59	0.000
		Jordan	-0.02	0.868
		Japan	0.10	0.368
		Scotland	-0.41	0.000
Unify employees by reminding them of the shared goals of the organization.	India	United States	0.46	0.000
		Germany	-0.04	0.666
		Spain	0.04	0.699
		South Africa	0.39	0.000
		France	0.59	0.000
		Singapore	0.59	0.000
		Jordan	0.57	0.000

Leadership across Differences

		Japan	0.69	0.000
		Scotland	0.18	0.047
Unify employees by reminding them of the shared goals of the organization.	Jordan	United States	-0.11	0.270
		Germany	-0.61	0.000
		Spain	-0.53	0.000
		South Africa	-0.18	0.181
		France	0.03	0.825
		Singapore	0.02	0.868
		India	-0.57	0.000
		Japan	0.12	0.295
		Scotland	-0.39	0.001
Unify employees by reminding them of the shared goals of the organization.	Japan	United States	-0.23	0.003
		Germany	-0.73	0.000
		Spain	-0.65	0.000
		South Africa	-0.30	0.011
		France	-0.09	0.389
		Singapore	-0.10	0.368
		India	-0.69	0.000
		Jordan	-0.12	0.295
		Scotland	-0.51	0.000
Unify employees by reminding them of the shared goals of the organization.	Scotland	United States	0.28	0.000
		Germany	-0.22	0.030
		Spain	-0.14	0.147
		South Africa	0.21	0.076
		France	0.41	0.000
		Singapore	0.41	0.000
		India	-0.18	0.047
		Jordan	0.39	0.001
		Japan	0.51	0.000
Let the situation play itself out do nothing.	United States	Germany	-0.02	0.778
		Spain	0.07	0.232
		South Africa	0.05	0.530
		France	-0.05	0.490
		Singapore	0.56	0.000
		India	0.80	0.000
		Jordan	0.46	0.000
		Japan	-0.06	0.325
		Scotland	0.01	0.871
Let the situation play itself out do nothing.	Germany	United States	0.02	0.778

Leadership across Differences

		Spain	0.09	0.248
		South Africa	0.07	0.471
		France	-0.03	0.714
		Singapore	0.57	0.000
		India	0.82	0.000
		Jordan	0.48	0.000
		Japan	-0.04	0.588
		Scotland	0.03	0.727
Let the situation play itself c do nothing.	Spain	United States	-0.07	0.232
		Germany	-0.09	0.248
		South Africa	-0.02	0.794
		France	-0.12	0.155
		Singapore	0.48	0.000
		India	0.73	0.000
		Jordan	0.39	0.000
		Japan	-0.13	0.086
		Scotland	-0.06	0.417
Let the situation play itself c do nothing.	South Africa	United States	-0.05	0.530
		Germany	-0.07	0.471
		Spain	0.02	0.794
		France	-0.10	0.320
		Singapore	0.51	0.000
		India	0.75	0.000
		Jordan	0.41	0.000
		Japan	-0.11	0.234
		Scotland	-0.04	0.670
Let the situation play itself c do nothing.	France	United States	0.05	0.490
		Germany	0.03	0.714
		Spain	0.12	0.155
		South Africa	0.10	0.320
		Singapore	0.60	0.000
		India	0.85	0.000
		Jordan	0.51	0.000
		Japan	-0.01	0.901
		Scotland	0.06	0.491
Let the situation play itself c do nothing.	Singapore	United States	-0.56	0.000
		Germany	-0.57	0.000
		Spain	-0.48	0.000
		South Africa	-0.51	0.000
		France	-0.60	0.000
		India	0.24	0.003
		Jordan	-0.09	0.340
		Japan	-0.62	0.000

Leadership across Differences

		Scotland	-0.55	0.000
Let the situation play itself out do nothing.	India	United States	-0.80	0.000
		Germany	-0.82	0.000
		Spain	-0.73	0.000
		South Africa	-0.75	0.000
		France	-0.85	0.000
		Singapore	-0.24	0.003
		Jordan	-0.34	0.000
		Japan	-0.86	0.000
		Scotland	-0.79	0.000
Let the situation play itself out do nothing.	Jordan	United States	-0.46	0.000
		Germany	-0.48	0.000
		Spain	-0.39	0.000
		South Africa	-0.41	0.000
		France	-0.51	0.000
		Singapore	0.09	0.340
		India	0.34	0.000
		Japan	-0.52	0.000
		Scotland	-0.45	0.000
Let the situation play itself out do nothing.	Japan	United States	0.06	0.325
		Germany	0.04	0.588
		Spain	0.13	0.086
		South Africa	0.11	0.234
		France	0.01	0.901
		Singapore	0.62	0.000
		India	0.86	0.000
		Jordan	0.52	0.000
		Scotland	0.07	0.368
Let the situation play itself out do nothing.	Scotland	United States	-0.01	0.871
		Germany	-0.03	0.727
		Spain	0.06	0.417
		South Africa	0.04	0.670
		France	-0.06	0.491
		Singapore	0.55	0.000
		India	0.79	0.000
		Jordan	0.45	0.000
		Japan	-0.07	0.368
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	United States	Germany	0.11	0.153
		Spain	0.25	0.001
		South Africa	0.13	0.178

Leadership across Differences

		France	0.29	0.001
		Singapore	1.19	0.000
		India	1.26	0.000
		Jordan	1.30	0.000
		Japan	0.65	0.000
		Scotland	0.05	0.528
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Germany	United States	-0.11	0.153
		Spain	0.14	0.144
		South Africa	0.02	0.855
		France	0.18	0.091
		Singapore	1.08	0.000
		India	1.15	0.000
		Jordan	1.19	0.000
		Japan	0.54	0.000
		Scotland	-0.06	0.522
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Spain	United States	-0.25	0.001
		Germany	-0.14	0.144
		South Africa	-0.12	0.288
		France	0.04	0.714
		Singapore	0.94	0.000
		India	1.01	0.000
		Jordan	1.05	0.000
		Japan	0.40	0.000
		Scotland	-0.20	0.034
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	South Africa	United States	-0.13	0.178
		Germany	-0.02	0.855
		Spain	0.12	0.288
		France	0.16	0.192
		Singapore	1.06	0.000
		India	1.13	0.000
		Jordan	1.17	0.000
		Japan	0.52	0.000
		Scotland	-0.08	0.465
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	France	United States	-0.29	0.001
		Germany	-0.18	0.091
		Spain	-0.04	0.714

Leadership across Differences

		South Africa	-0.16	0.192
		Singapore	0.90	0.000
		India	0.97	0.000
		Jordan	1.01	0.000
		Japan	0.36	0.001
		Scotland	-0.24	0.022
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Singapore	United States	-1.19	0.000
		Germany	-1.08	0.000
		Spain	-0.94	0.000
		South Africa	-1.06	0.000
		France	-0.90	0.000
		India	0.08	0.457
		Jordan	0.11	0.381
		Japan	-0.54	0.000
		Scotland	-1.14	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	India	United States	-1.26	0.000
		Germany	-1.15	0.000
		Spain	-1.01	0.000
		South Africa	-1.13	0.000
		France	-0.97	0.000
		Singapore	-0.08	0.457
		Jordan	0.03	0.754
		Japan	-0.61	0.000
		Scotland	-1.22	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Jordan	United States	-1.30	0.000
		Germany	-1.19	0.000
		Spain	-1.05	0.000
		South Africa	-1.17	0.000
		France	-1.01	0.000
		Singapore	-0.11	0.381
		India	-0.03	0.754
		Japan	-0.65	0.000
		Scotland	-1.25	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Japan	United States	-0.65	0.000
		Germany	-0.54	0.000
		Spain	-0.40	0.000

Leadership across Differences

		South Africa	-0.52	0.000
		France	-0.36	0.001
		Singapore	0.54	0.000
		India	0.61	0.000
		Jordan	0.65	0.000
		Scotland	-0.60	0.000
Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.				
	Scotland	United States	-0.05	0.528
		Germany	0.06	0.522
		Spain	0.20	0.034
		South Africa	0.08	0.465
		France	0.24	0.022
		Singapore	1.14	0.000
		India	1.22	0.000
		Jordan	1.25	0.000
		Japan	0.60	0.000
Punish anyone who disrupts the work in response to the rumor				
	United States	Germany	-0.58	0.000
		Spain	0.09	0.315
		South Africa	-0.09	0.449
		France	-0.06	0.554
		Singapore	0.78	0.000
		India	1.00	0.000
		Jordan	1.54	0.000
		Japan	0.01	0.898
		Scotland	-0.15	0.095
Punish anyone who disrupts the work in response to the rumor				
	Germany	United States	0.58	0.000
		Spain	0.67	0.000
		South Africa	0.49	0.000
		France	0.51	0.000
		Singapore	1.36	0.000
		India	1.58	0.000
		Jordan	2.12	0.000
		Japan	0.59	0.000
		Scotland	0.42	0.000
Punish anyone who disrupts the work in response to the rumor				
	Spain	United States	-0.09	0.315
		Germany	-0.67	0.000
		South Africa	-0.18	0.188
		France	-0.15	0.228
		Singapore	0.69	0.000
		India	0.91	0.000
		Jordan	1.45	0.000
		Japan	-0.08	0.487

Leadership across Differences

		Scotl and	-0.24	0.036
Punish anyone who disrupts th work in response to the rumor	South Afr ica	United States	0.09	0.449
		Ger many	-0.49	0.000
		Spain	0.18	0.188
		France	0.03	0.864
		Singapor e	0.87	0.000
		India	1.09	0.000
		Jor dan	1.63	0.000
		Japan	0.10	0.464
		Scotl and	-0.06	0.641
Punish anyone who disrupts th work in response to the rumors.	France	United States	0.06	0.554
		Ger many	-0.51	0.000
		Spain	0.15	0.228
		South Afr ica	-0.03	0.864
		Singapor e	0.85	0.000
		India	1.07	0.000
		Jor dan	1.61	0.000
		Japan	0.07	0.560
		Scotl and	-0.09	0.488
Punish anyone who disrupts th work in response to the rumors.	Singapor e	United States	-0.78	0.000
		Ger many	-1.36	0.000
		Spain	-0.69	0.000
		South Afr ica	-0.87	0.000
		France	-0.85	0.000
		India	0.22	0.069
		Jor dan	0.76	0.000
		Japan	-0.77	0.000
		Scotl and	-0.93	0.000
Punish anyone whdisrupts the work in response to the rumor	India	United States	-1.00	0.000
		Ger many	-1.58	0.000
		Spain	-0.91	0.000
		South Afr ica	-1.09	0.000
		France	-1.07	0.000
		Singapor e	-0.22	0.069
		Jor dan	0.54	0.000
		Japan	-0.99	0.000
		Scotl and	-1.15	0.000
Punish anyone who disrupts th work in response to the rumor	Jor dan	United States	-1.54	0.000
		Ger many	-2.12	0.000
		Spain	-1.45	0.000
		South Afr ica	-1.63	0.000

Leadership across Differences

		France	-1.61	0.000
		Singapore	-0.76	0.000
		India	-0.54	0.000
		Japan	-1.53	0.000
		Scotland	-1.69	0.000
Punish anyone who disrupts the work in response to the rumor	Japan	United States	-0.01	0.898
		Germany	-0.59	0.000
		Spain	0.08	0.487
		South Africa	-0.10	0.464
		France	-0.07	0.560
		Singapore	0.77	0.000
		India	0.99	0.000
		Jordan	1.53	0.000
		Scotland	-0.16	0.156
Punish anyone who disrupts the work in response to the rumors.	Scotland	United States	0.15	0.095
		Germany	-0.42	0.000
		Spain	0.24	0.036
		South Africa	0.06	0.641
		France	0.09	0.488
		Singapore	0.93	0.000
		India	1.15	0.000
		Jordan	1.69	0.000
		Japan	0.16	0.156
Work with the men and women to surface the differences so that they can better understand one another's point of view.	United States	Germany	-0.19	0.030
		Spain	-0.01	0.864
		South Africa	0.52	0.000
		France	0.42	0.000
		Singapore	0.23	0.023
		India	-0.14	0.052
		Jordan	0.14	0.184
		Japan	0.28	0.001
		Scotland	0.19	0.030
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Germany	United States	0.19	0.030
		Spain	0.17	0.114
		South Africa	0.71	0.000
		France	0.61	0.000
		Singapore	0.42	0.001
		India	0.05	0.631
		Jordan	0.33	0.010
		Japan	0.47	0.000

Leadership across Differences

		Scotland	0.38	0.001
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Spain	United States	0.01	0.864
		Germany	-0.17	0.114
		South Africa	0.53	0.000
		France	0.43	0.000
		Singapore	0.25	0.044
		India	-0.13	0.202
		Jordan	0.16	0.214
		Japan	0.29	0.007
		Scotland	0.20	0.066
Work with the men and women to surface the differences so that they can better understand one another's point of view.	South Africa	United States	-0.52	0.000
		Germany	-0.71	0.000
		Spain	-0.53	0.000
		France	-0.10	0.473
		Singapore	-0.28	0.043
		India	-0.66	0.000
		Jordan	-0.37	0.010
		Japan	-0.24	0.067
		Scotland	-0.33	0.010
Work with the men and women to surface the differences so that they can better understand one another's point of view.	France	United States	-0.42	0.000
		Germany	-0.61	0.000
		Spain	-0.43	0.000
		South Africa	0.10	0.473
		Singapore	-0.18	0.165
		India	-0.56	0.000
		Jordan	-0.27	0.047
		Japan	-0.14	0.258
		Scotland	-0.23	0.056
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Singapore	United States	-0.23	0.023
		Germany	-0.42	0.001
		Spain	-0.25	0.044
		South Africa	0.28	0.043
		France	0.18	0.165
		India	-0.37	0.001
		Jordan	-0.09	0.525
		Japan	0.05	0.695

Leadership across Differences

		Scotland	-0.05	0.706
Work with the men and women to surface the differences so that they can better understand one another's point of view.	India	United States	0.14	0.052
		Germany	-0.05	0.631
		Spain	0.13	0.202
		South Africa	0.66	0.000
		France	0.56	0.000
		Singapore	0.37	0.001
		Jordan	0.28	0.017
		Japan	0.42	0.000
		Scotland	0.33	0.001
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Jordan	United States	-0.14	0.184
		Germany	-0.33	0.010
		Spain	-0.16	0.214
		South Africa	0.37	0.010
		France	0.27	0.047
		Singapore	0.09	0.525
		India	-0.28	0.017
		Japan	0.14	0.284
		Scotland	0.04	0.741
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Japan	United States	-0.28	0.001
		Germany	-0.47	0.000
		Spain	-0.29	0.007
		South Africa	0.24	0.067
		France	0.14	0.258
		Singapore	-0.05	0.695
		India	-0.42	0.000
		Jordan	-0.14	0.284
		Scotland	-0.09	0.387
Work with the men and women to surface the differences so that they can better understand one another's point of view.	Scotland	United States	-0.19	0.030
		Germany	-0.38	0.001
		Spain	-0.20	0.066
		South Africa	0.33	0.010
		France	0.23	0.056
		Singapore	0.05	0.706
		India	-0.33	0.001
		Jordan	-0.04	0.741

Leadership across Differences

		Japan	0.09	0.387
Encourage debate and discuss about what happened.	United States	Germany	0.38	0.084
		Spain	0.02	0.873
		South Africa	0.49	0.001
		France	1.04	0.000
		Jordan	0.18	0.226
Encourage debate and discuss about what happened.	Germany	United States	-0.38	0.084
		Spain	-0.36	0.093
		South Africa	0.11	0.634
		France	0.66	0.034
		Jordan	-0.20	0.373
Encourage debate and discuss about what happened.	Spain	United States	-0.02	0.873
		Germany	0.36	0.093
		South Africa	0.47	0.001
		France	1.02	0.000
		Jordan	0.16	0.255
Encourage debate and discuss about what happened.	South Africa	United States	-0.49	0.001
		Germany	-0.11	0.634
		Spain	-0.47	0.001
		France	0.55	0.038
		Jordan	-0.31	0.051
Encourage debate and discuss about what happened.	France	United States	-1.04	0.000
		Germany	-0.66	0.034
		Spain	-1.02	0.000
		South Africa	-0.55	0.038
		Jordan	-0.86	0.001
Encourage debate and discuss about what happened.	Jordan	United States	-0.18	0.226
		Germany	0.20	0.373
		Spain	-0.16	0.255
		South Africa	0.31	0.051
		France	0.86	0.001
Discourage women from expressing dissatisfaction with the situation.	United States	Germany	0.27	0.000
		Spain	0.09	0.222
		South Africa	0.02	0.846
		France	0.01	0.900
		Singapore	0.96	0.000
		India	0.95	0.000

Leadership across Differences

		Jordan	1.17	0.000
		Japan	0.45	0.000
		Scotland	0.05	0.542
Discourage women from expressing dissatisfaction with the situation.	Germany	United States	-0.27	0.000
		Spain	-0.18	0.063
		South Africa	-0.25	0.026
		France	-0.26	0.015
		Singapore	0.69	0.000
		India	0.68	0.000
		Jordan	0.90	0.000
		Japan	0.18	0.053
		Scotland	-0.22	0.019
Discourage women from expressing dissatisfaction with the situation.	Spain	United States	-0.09	0.222
		Germany	0.15	0.063
		South Africa	-0.07	0.516
		France	-0.08	0.446
		Singapore	0.87	0.000
		India	0.86	0.000
		Jordan	1.07	0.000
		Japan	0.36	0.000
		Scotland	-0.05	0.627
Discourage women from expressing dissatisfaction with the situation.	South Africa	United States	-0.02	0.846
		Germany	0.25	0.026
		Spain	0.07	0.516
		France	-0.01	0.950
		Singapore	0.95	0.000
		India	0.93	0.000
		Jordan	1.15	0.000
		Japan	0.44	0.000
		Scotland	0.03	0.811
Discourage women from expressing dissatisfaction with the situation.	France	United States	-0.01	0.900
		Germany	0.26	0.015
		Spain	0.08	0.446
		South Africa	0.01	0.950
		Singapore	0.95	0.000
		India	0.94	0.000
		Jordan	1.15	0.000
		Japan	0.44	0.000
		Scotland	0.03	0.744

Leadership across Differences

Discourage women from
expressing dissatisfaction with
the situation.

Singapore	United States	-0.96	0.000
	Germany	-0.69	0.000
	Spain	-0.87	0.000
	South Africa	-0.95	0.000
	France	-0.95	0.000
	India	-0.02	0.859
	Jordan	0.20	0.097
	Japan	-0.51	0.000
	Scotland	-0.92	0.000

Discourage women from
expressing dissatisfaction with
the situation.

India	United States	-0.95	0.000
	Germany	-0.68	0.000
	Spain	-0.86	0.000
	South Africa	-0.93	0.000
	France	-0.94	0.000
	Singapore	0.02	0.859
	Jordan	0.22	0.034
	Japan	-0.49	0.000
	Scotland	-0.90	0.000

Discourage women from
expressing dissatisfaction with
the situation.

Jordan	United States	-1.17	0.000
	Germany	-0.90	0.000
	Spain	-1.07	0.000
	South Africa	-1.15	0.000
	France	-1.15	0.000
	Singapore	-0.20	0.097
	India	-0.22	0.034
	Japan	-0.71	0.000
	Scotland	-1.12	0.000

Discourage women from
expressing dissatisfaction with
the situation.

Japan	United States	-0.45	0.000
	Germany	-0.18	0.053
	Spain	-0.36	0.000
	South Africa	-0.44	0.000
	France	-0.44	0.000
	Singapore	0.51	0.000
	India	0.49	0.000
	Jordan	0.71	0.000
	Scotland	-0.41	0.000

Discourage women from
expressing dissatisfaction with
the situation.

Scotland	United States	-0.05	0.542
	Germany	0.22	0.019

Leadership across Differences

		Spain	0.05	0.627
		South Africa	-0.03	0.811
		France	-0.03	0.744
		Singapore	0.92	0.000
		India	0.90	0.000
		Jordan	1.12	0.000
		Japan	0.41	0.000
Ask coworkers of the women who are upset to try to get them to calm down.				
	United States	Germany	0.48	0.000
		Spain	0.75	0.000
		South Africa	0.44	0.000
		France	0.34	0.001
		Singapore	1.82	0.000
		India	1.40	0.000
		Jordan	1.58	0.000
		Japan	0.49	0.000
		Scotland	0.11	0.201
Ask coworkers of the women who are upset to try to get them to calm down.				
	Germany	United States	-0.48	0.000
		Spain	0.27	0.016
		South Africa	-0.04	0.759
		France	-0.15	0.239
		Singapore	1.34	0.000
		India	0.92	0.000
		Jordan	1.10	0.000
		Japan	0.01	0.941
		Scotland	-0.37	0.001
Ask coworkers of the women who are upset to try to get them to calm down.				
	Spain	United States	-0.75	0.000
		Germany	-0.27	0.016
		South Africa	-0.31	0.018
		France	-0.42	0.001
		Singapore	1.07	0.000
		India	0.65	0.000
		Jordan	0.83	0.000
		Japan	-0.26	0.018
		Scotland	-0.64	0.000
Ask coworkers of the women who are upset to try to get them to calm down.				
	South Africa	United States	-0.44	0.000
		Germany	0.04	0.759
		Spain	0.31	0.018
		France	-0.11	0.457
		Singapore	1.38	0.000
		India	0.96	0.000

Leadership across Differences

		Jor dan	1.14	0.000
		Japan	0.05	0.709
		Scotl and	-0.33	0.011
Ask cøwor kers of the wome n who are upset to try to get them to cal mdown.				
	Fr ance	United States	-0.34	0.001
		Ger many	0.15	0.239
		Spain	0.42	0.001
		South Afr ica	0.11	0.457
		Singapor e	1.48	0.000
		India	1.06	0.000
		Jor dan	1.24	0.000
		Japan	0.15	0.209
		Scotl and	-0.23	0.065
Ask cøwor kers of the wome n who are upset to try to get them to cal mdown.				
	Singapor e	United States	-1.82	0.000
		Ger many	-1.34	0.000
		Spain	-1.07	0.000
		South Afr ica	-1.38	0.000
		Fr ance	-1.48	0.000
		India	-0.42	0.000
		Jor dan	-0.24	0.089
		Japan	-1.33	0.000
		Scotl and	-1.71	0.000
Ask cøwor kers of the wome n who are upset to try to get them to cal mdown.				
	India	United States	-1.40	0.000
		Ger many	-0.92	0.000
		Spain	-0.65	0.000
		South Afr ica	-0.96	0.000
		Fr ance	-1.06	0.000
		Singapor e	0.42	0.000
		Jor dan	0.18	0.138
		Japan	-0.91	0.000
		Scotl and	-1.29	0.000
Ask cøwor kers of the wome n who are upset to try to get them to cal mdown.				
	Jor dan	United States	-1.58	0.000
		Ger many	-1.10	0.000
		Spain	-0.83	0.000
		South Afr ica	-1.14	0.000
		Fr ance	-1.24	0.000
		Singapor e	0.24	0.089
		India	-0.18	0.138
		Japan	-1.09	0.000
		Scotl and	-1.47	0.000

Leadership across Differences

Ask coworkers of the men
who are upset to try to get them
to calm down.

Japan	United States	-0.49	0.000
	Germany	-0.01	0.941
	Spain	0.26	0.018
	South Africa	-0.05	0.709
	France	-0.15	0.209
	Singapore	1.33	0.000
	India	0.91	0.000
	Jordan	1.09	0.000
	Scotland	-0.38	0.001

Ask coworkers of the women
who are upset to try to get them
to calm down.

Scotland	United States	-0.11	0.201
	Germany	0.37	0.001
	Spain	0.64	0.000
	South Africa	0.33	0.011
	France	0.23	0.065
	Singapore	1.71	0.000
	India	1.29	0.000
	Jordan	1.47	0.000
	Japan	0.38	0.001

Inform the media about what is
going on.^a

United States	Germany	0.00	0.979
	Spain	0.09	0.376
	South Africa	-0.30	0.028
	France	0.06	0.767
	Jordan	0.19	0.094

Inform the media about what is
going on.^a

Germany	United States	0.00	0.979
	Spain	0.08	0.617
	South Africa	-0.31	0.108
	France	0.05	0.821
	Jordan	0.19	0.288

Inform the media about what is
going on.^a

Spain	United States	-0.09	0.376
	Germany	-0.08	0.617
	South Africa	-0.39	0.003
	France	-0.03	0.880
	Jordan	0.10	0.336

Inform the media about what is
going on.^a

South Africa	United States	0.30	0.028
	Germany	0.31	0.108
	Spain	0.39	0.003
	France	0.36	0.093
	Jordan	0.50	0.001

Leadership across Differences

Inform the media about what is going on.^a

France	United States	-0.06	0.767
	Germany	-0.05	0.821
	Spain	0.03	0.880
	South Africa	-0.36	0.093
	Jordan	0.13	0.511

Inform the media about what is going on.^a

Jordan	United States	-0.19	0.094
	Germany	-0.19	0.288
	Spain	-0.10	0.336
	South Africa	-0.50	0.001
	France	-0.13	0.511

Redesign the work so that men and women will no longer have to interact with one another.

United States	Germany	0.32	0.000
	Spain	0.00	0.958
	South Africa	0.22	0.033
	France	0.17	0.074
	Singapore	0.39	0.000
	India	1.04	0.000
	Jordan	1.15	0.000
	Japan	0.75	0.000
	Scotland	0.10	0.209

Redesign the work so that men and women will no longer have to interact with one another.

Germany	United States	-0.32	0.000
	Spain	-0.32	0.002
	South Africa	-0.10	0.414
	France	-0.15	0.183
	Singapore	0.67	0.000
	India	0.72	0.000
	Jordan	0.83	0.000
	Japan	0.43	0.000
	Scotland	-0.22	0.034

Redesign the work so that men and women will no longer have to interact with one another.

Spain	United States	0.00	0.958
	Germany	0.32	0.002
	South Africa	0.22	0.075
	France	0.16	0.149
	Singapore	0.98	0.000
	India	1.03	0.000
	Jordan	1.15	0.000
	Japan	0.74	0.000
	Scotland	0.10	0.345

Redesign the work so that men and women will no longer have

South Africa	United States	-0.22	0.033

Leadership across Differences

to interact with one another.

Germany	0.10	0.414
Spain	-0.22	0.075
France	-0.05	0.689
Singapore	0.77	0.000
India	0.82	0.000
Jordan	0.93	0.000
Japan	0.53	0.000
Scotland	-0.12	0.325

Redesign the work so that men and women will no longer have to interact with one another.

France	United States	-0.17	0.074
	Germany	0.15	0.183
	Spain	-0.16	0.149
	South Africa	0.05	0.689
	Singapore	0.82	0.000
	India	0.87	0.000
	Jordan	0.99	0.000
	Japan	0.53	0.000
	Scotland	0.07	0.554

Redesign the work so that men and women will no longer have to interact with one another.

Singapore	United States	-0.99	0.000
	Germany	-0.67	0.000
	Spain	-0.98	0.000
	South Africa	-0.77	0.000
	France	-0.82	0.000
	India	0.05	0.641
	Jordan	0.17	0.199
	Japan	-0.24	0.040
	Scotland	-0.88	0.000

Redesign the work so that men and women will no longer have to interact with one another.

India	United States	-1.04	0.000
	Germany	-0.72	0.000
	Spain	-1.03	0.000
	South Africa	-0.82	0.000
	France	-0.87	0.000
	Singapore	-0.05	0.641
	Jordan	0.12	0.289
	Japan	-0.29	0.002
	Scotland	-0.93	0.000

Redesign the work so that men and women will no longer have to interact with one another.

Jordan	United States	-1.15	0.000
	Germany	-0.83	0.000
	Spain	-1.15	0.000
	South Africa	-0.93	0.000

Leadership across Differences

		France	-0.99	0.000
		Singapore	-0.17	0.199
		India	-0.12	0.289
		Japan	-0.41	0.001
		Scotland	-1.05	0.000
Redesign the work so that men and women will no longer have to interact with one another.	Japan	United States	-0.75	0.000
		Germany	-0.43	0.000
		Spain	-0.74	0.000
		South Africa	-0.53	0.000
		France	-0.58	0.000
		Singapore	0.24	0.040
		India	0.29	0.002
		Jordan	0.41	0.001
		Scotland	-0.65	0.000
Redesign the work so that men and women will no longer have to interact with one another.	Scotland	United States	-0.10	0.209
		Germany	0.22	0.034
		Spain	-0.10	0.345
		South Africa	0.12	0.325
		France	0.07	0.554
		Singapore	0.88	0.000
		India	0.93	0.000
		Jordan	1.05	0.000
		Japan	0.65	0.000
Direct employees to stop the gossip and informal conversations.	United States	Germany	-0.34	0.000
		Spain	-0.50	0.000
		South Africa	0.08	0.486
		France	-0.33	0.002
		Singapore	0.48	0.000
		India	0.36	0.000
		Jordan	1.28	0.000
		Japan	-0.16	0.089
		Scotland	-0.37	0.000
Direct employees to stop the gossip and informal conversations.	Germany	United States	0.34	0.000
		Spain	-0.17	0.155
		South Africa	0.42	0.002
		France	0.01	0.962
		Singapore	0.82	0.000
		India	0.70	0.000
		Jordan	1.61	0.000
		Japan	0.18	0.121

Leadership across Differences

		Scotland	-0.03	0.774
Direct employees to stop the gossip and informal conversations.	Spain	United States	0.50	0.000
		Germany	0.17	0.155
		South Africa	0.59	0.000
		France	0.17	0.178
		Singapore	0.99	0.000
		India	0.87	0.000
		Jordan	1.78	0.000
		Japan	0.35	0.003
		Scotland	0.13	0.252
Direct employees to stop the gossip and informal conversations.	South Africa	United States	-0.08	0.486
		Germany	-0.42	0.002
		Spain	-0.59	0.000
		France	-0.41	0.005
		Singapore	0.40	0.008
		India	0.28	0.027
		Jordan	1.20	0.000
		Japan	-0.24	0.084
		Scotland	-0.45	0.001
Direct employees to stop the gossip and informal conversations.	France	United States	0.33	0.002
		Germany	-0.01	0.962
		Spain	-0.17	0.178
		South Africa	0.41	0.005
		Singapore	0.81	0.000
		India	0.70	0.000
		Jordan	1.61	0.000
		Japan	0.18	0.171
		Scotland	-0.04	0.757
Direct employees to stop the gossip and informal conversations.	Singapore	United States	-0.48	0.000
		Germany	-0.82	0.000
		Spain	-0.99	0.000
		South Africa	-0.40	0.008
		France	-0.81	0.000
		India	-0.12	0.331
		Jordan	0.79	0.000
		Japan	-0.64	0.000
		Scotland	-0.85	0.000
Direct employees to stop the gossip and informal conversations.	India	United States	-0.36	0.000

Leadership across Differences

conversations.

Germany	-0.70	0.000
Spain	-0.87	0.000
South Africa	-0.28	0.027
France	-0.70	0.000
Singapore	0.12	0.331
Jordan	0.91	0.000
Japan	-0.52	0.000
Scotland	-0.74	0.000

Direct employees to stop the
gossip and informal
conversations.

Jordan	United States	-1.28	0.000
	Germany	-1.61	0.000
	Spain	-1.78	0.000
	South Africa	-1.20	0.000
	France	-1.61	0.000
	Singapore	-0.79	0.000
	India	-0.91	0.000
	Japan	-1.43	0.000
	Scotland	1.65	0.000

Direct employees to stop the
gossip and informal
conversations.

Japan	United States	0.16	0.089
	Germany	-0.18	0.121
	Spain	-0.35	0.003
	South Africa	0.24	0.084
	France	-0.18	0.171
	Singapore	0.64	0.000
	India	0.52	0.000
	Jordan	1.43	0.000
	Scotland	-0.22	0.064

Direct employees to stop the
gossip and informal
conversations.

Scotland	United States	0.37	0.000
	Germany	0.03	0.774
	Spain	-0.13	0.252
	South Africa	0.45	0.001
	France	0.04	0.757
	Singapore	0.85	0.000
	India	0.74	0.000
	Jordan	1.65	0.000
	Japan	0.22	0.064

Provide individuals with a
regular opportunity to learn
more about the feelings, history
and customs of those who are
different from them.

United States	Germany	-0.28	0.000
	Spain	-0.15	0.047

Leadership across Differences

		South Africa	-0.09	0.348
		France	-0.22	0.014
		Singapore	-0.10	0.250
		India	-0.46	0.000
		Jordan	0.20	0.037
		Japan	-0.13	0.087
		Scotland	-0.30	0.000

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Germany	United States	0.28	0.000
	Spain	0.13	0.198
	South Africa	0.19	0.108
	France	0.06	0.591
	Singapore	0.17	0.117
	India	-0.18	0.039
	Jordan	0.48	0.000
	Japan	0.15	0.133
	Scotland	-0.02	0.832

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Spain	United States	0.15	0.047
	Germany	-0.13	0.198
	South Africa	0.06	0.601
	France	-0.07	0.528
	Singapore	0.05	0.670
	India	-0.31	0.000
	Jordan	0.35	0.002
	Japan	0.02	0.828
	Scotland	-0.15	0.129

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

South Africa	United States	0.09	0.348
	Germany	-0.19	0.108
	Spain	-0.06	0.601
	France	-0.13	0.302
	Singapore	-0.01	0.914
	India	-0.37	0.001
	Jordan	0.29	0.023
	Japan	-0.04	0.734
	Scotland	-0.21	0.071

Provide individuals with a regular opportunity to learn

France	United States	0.22	0.014

Leadership across Differences

more about the feelings, history and customs of those who are different from them.

Germany	-0.06	0.591
Spain	0.07	0.528
South Africa	0.13	0.302
Singapore	0.11	0.336
India	-0.24	0.015
Jordan	0.42	0.001
Japan	0.09	0.409
Scotland	-0.08	0.461

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Singapore	United States	0.10	0.250
	Germany	-0.17	0.117
	Spain	-0.05	0.670
	South Africa	0.01	0.914
	France	-0.11	0.336
	India	-0.36	0.000
	Jordan	0.30	0.014
	Japan	-0.03	0.816
	Scotland	-0.19	0.076

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

India	United States	0.46	0.000
	Germany	0.18	0.039
	Spain	0.31	0.000
	South Africa	0.37	0.001
	France	0.24	0.015
	Singapore	0.36	0.000
	Jordan	0.66	0.000
	Japan	0.33	0.000
	Scotland	0.16	0.063

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.

Jordan	United States	-0.20	0.037
	Germany	-0.48	0.000
	Spain	-0.35	0.002
	South Africa	-0.29	0.023
	France	-0.42	0.001
	Singapore	-0.30	0.014
	India	-0.66	0.000
	Japan	-0.33	0.003

Leadership across Differences

		Scotland	-0.50	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Japan	United States	0.13	0.087
		Germany	-0.15	0.133
		Spain	-0.02	0.828
		South Africa	0.04	0.734
		France	-0.09	0.409
		Singapore	0.03	0.816
		India	-0.33	0.000
		Jordan	0.33	0.003
		Scotland	-0.17	0.083
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	Scotland	United States	0.30	0.000
		Germany	0.02	0.832
		Spain	0.15	0.129
		South Africa	0.21	0.071
		France	0.08	0.461
		Singapore	0.19	0.076
		India	-0.16	0.063
		Jordan	0.50	0.000
		Japan	0.17	0.083
Insist that the men in the department apologize to the women.	United States	Germany	0.49	0.000
		Spain	0.18	0.041
		South Africa	0.14	0.218
		France	0.65	0.000
		Singapore	0.08	0.463
		India	0.06	0.471
		Jordan	0.64	0.000
		Japan	-0.20	0.024
		Scotland	-0.26	0.004
Insist that the men in the department apologize to the women.	Germany	United States	-0.49	0.000
		Spain	-0.30	0.008
		South Africa	-0.35	0.011
		France	0.16	0.215
		Singapore	-0.41	0.002
		India	-0.43	0.000
		Jordan	0.16	0.252
		Japan	-0.69	0.000

Leadership across Differences

		Scotland	-0.75	0.000
Insist that the men in the department apologize to the women.	Spain	United States	-0.18	0.041
		Germany	0.30	0.008
		South Africa	-0.04	0.755
		France	0.46	0.000
		Singapore	-0.11	0.414
		India	-0.13	0.215
		Jordan	0.46	0.001
		Japan	-0.39	0.001
		Scotland	-0.44	0.000
Insist that the men in the department apologize to the women.	South Africa	United States	-0.14	0.218
		Germany	0.35	0.011
		Spain	0.04	0.755
		France	0.50	0.001
		Singapore	-0.06	0.669
		India	-0.09	0.492
		Jordan	0.50	0.001
		Japan	-0.34	0.011
		Scotland	-0.40	0.003
Insist that the men in the department apologize to the women.	France	United States	-0.65	0.000
		Germany	-0.16	0.215
		Spain	-0.46	0.000
		South Africa	-0.50	0.001
		Singapore	-0.57	0.000
		India	-0.59	0.000
		Jordan	0.00	0.981
		Japan	-0.85	0.000
		Scotland	-0.91	0.000
Insist that the men in the department apologize to the women.	Singapore	United States	-0.08	0.463
		Germany	0.41	0.002
		Spain	0.11	0.414
		South Africa	0.06	0.669
		France	0.57	0.000
		India	-0.02	0.842
		Jordan	0.56	0.000
		Japan	-0.28	0.028
		Scotland	-0.34	0.008
Insist that the men in the department apologize to the women.	India	United States	-0.06	0.471

Leadership across Differences

women.

Germany	0.43	0.000
Spain	0.13	0.215
South Africa	0.09	0.492
France	0.59	0.000
Singapore	0.02	0.842
Jordan	0.59	0.000
Japan	-0.26	0.013
Scotland	-0.32	0.002

Insist that the men in the department apologize to the women.

Jordan	United States	-0.64	0.000
	Germany	-0.16	0.252
	Spain	-0.46	0.001
	South Africa	-0.50	0.001
	France	0.00	0.981
	Singapore	-0.56	0.000
	India	-0.59	0.000
	Japan	-0.85	0.000
	Scotland	0.90	0.000

Insist that the men in the department apologize to the women.

Japan	United States	0.20	0.024
	Germany	0.69	0.000
	Spain	0.39	0.001
	South Africa	0.34	0.011
	France	0.85	0.000
	Singapore	0.28	0.028
	India	0.26	0.013
	Jordan	0.85	0.000
	Scotland	-0.06	0.612

Insist that the men in the department apologize to the women.

Scotland	United States	0.26	0.004
	Germany	0.75	0.000
	Spain	0.44	0.000
	South Africa	0.40	0.003
	France	0.91	0.000
	Singapore	0.34	0.008
	India	0.32	0.002
	Jordan	0.90	0.000
	Japan	0.06	0.612

Take legal action against the men immediately.

United States	Germany	0.11	0.658
	Spain	0.19	0.183
	South Africa	0.02	0.900
	France	0.91	0.002

Leadership across Differences

		Jor dan	0.90	0.000
Take legal action against the men immediately.	Ger many	United States	-0.11	0.658
		Spain	0.08	0.732
		South Afr ica	-0.09	0.729
		Fr ance	0.80	0.025
		Jor dan	0.79	0.002
Take legal action against the men immediately.	Spain	United States	-0.19	0.183
		Ger many	-0.08	0.732
		South Afr ica	-0.17	0.277
		Fr ance	0.71	0.014
		Jor dan	0.71	0.000
Take legal action against the men immediately.	South Afr ica	United States	-0.02	0.900
		Ger many	0.09	0.729
		Spain	0.17	0.277
		Fr ance	0.88	0.003
		Jor dan	0.88	0.000
Take legal action against the men immediately.	Fr ance	United States	-0.91	0.002
		Ger many	-0.80	0.025
		Spain	-0.71	0.014
		South Afr ica	-0.88	0.003
		Jor dan	0.00	0.989
Take legal action against the men immediately.	Jor dan	United States	-0.90	0.000
		Ger many	-0.79	0.002
		Spain	-0.71	0.000
		South Afr ica	-0.88	0.000
		Fr ance	0.00	0.989
Apol ogize to those women who were offended.	United States	Ger many	-0.26	0.001
		Spain	0.03	0.712
		South Afr ica	0.04	0.718
		Fr ance	0.16	0.073
		Singapor e	-0.19	0.045
		India	-0.26	0.000
		Jor dan	0.22	0.025
		Japan	-0.60	0.000
		Scotl and	-0.19	0.012
Apol ogize to those women who were offended.	Ger many	United States	0.26	0.001
		Spain	0.29	0.004
		South Afr ica	0.29	0.012

Leadership across Differences

		France	0.42	0.000
		Singapore	0.07	0.509
		India	-0.01	0.948
		Jordan	0.48	0.000
		Japan	-0.35	0.000
		Scotland	0.06	0.512
Apologize to those women who were offended.	Spain	United States	-0.03	0.712
		Germany	-0.29	0.004
		South Africa	0.01	0.950
		France	0.14	0.217
		Singapore	-0.21	0.053
		India	-0.29	0.001
		Jordan	0.19	0.099
		Japan	-0.63	0.000
		Scotland	-0.22	0.023
Apologize to those women who were offended.	South Africa	United States	-0.04	0.718
		Germany	-0.29	0.012
		Spain	-0.01	0.950
		France	0.13	0.309
		Singapore	-0.22	0.081
		India	-0.30	0.006
		Jordan	0.18	0.163
		Japan	-0.64	0.000
		Scotland	-0.23	0.048
Apologize to those women who were offended.	France	United States	-0.16	0.073
		Germany	-0.42	0.000
		Spain	-0.14	0.217
		South Africa	-0.13	0.309
		Singapore	-0.35	0.004
		India	-0.43	0.000
		Jordan	0.05	0.664
		Japan	-0.77	0.000
		Scotland	-0.36	0.001
Apologize to those women who were offended.	Singapore	United States	0.19	0.045
		Germany	-0.07	0.509
		Spain	0.21	0.053
		South Africa	0.22	0.081
		France	0.35	0.004
		India	-0.08	0.440
		Jordan	0.40	0.001
		Japan	-0.42	0.000
		Scotland	-0.01	0.937

Leadership across Differences

Apologize to those women who were offended.	India	United States	0.26	0.000
		Germany	0.01	0.948
		Spain	0.29	0.001
		South Africa	0.30	0.006
		France	0.43	0.000
		Singapore	0.08	0.440
		Jordan	0.48	0.000
		Japan	-0.34	0.000
		Scotland	0.07	0.429
Apologize to those women who were offended.	Jordan	United States	-0.22	0.025
		Germany	-0.48	0.000
		Spain	-0.19	0.099
		South Africa	-0.18	0.163
		France	-0.05	0.664
		Singapore	-0.40	0.001
		India	-0.48	0.000
		Japan	-0.82	0.000
		Scotland	-0.41	0.000
Apologize to those women who were offended.	Japan	United States	0.60	0.000
		Germany	0.35	0.000
		Spain	0.63	0.000
		South Africa	0.64	0.000
		France	0.77	0.000
		Singapore	0.42	0.000
		India	0.34	0.000
		Jordan	0.82	0.000
		Scotland	0.41	0.000
Apologize to those women who were offended.	Scotland	United States	0.19	0.012
		Germany	-0.06	0.512
		Spain	0.22	0.023
		South Africa	0.23	0.048
		France	0.36	0.001
		Singapore	0.01	0.937
		India	-0.07	0.429
		Jordan	0.41	0.000
		Japan	-0.41	0.000
Appoint a qualified woman to supervisory job.	United States	Germany	0.04	0.793
		Spain	-0.22	0.023
		South Africa	-0.27	0.015
		France	-0.03	0.884
		Jordan	0.41	0.000
		Scotland	0.83	0.000

Leadership across Differences

Appoint a qualified woman to supervisor y job.	Germany	United States	-0.04	0.793
		Spain	-0.26	0.101
		South Africa	-0.32	0.064
		France	-0.07	0.758
		Jordan	0.36	0.033
		Scotland	0.79	0.000
Appoint a qualified woman to supervisor y job.	Spain	United States	0.22	0.023
		Germany	0.26	0.101
		South Africa	-0.05	0.620
		France	0.19	0.310
		Jordan	0.63	0.000
		Scotland	1.05	0.000
Appoint a qualified woman to supervisor y job.	South Africa	United States	0.27	0.015
		Germany	0.22	0.064
		Spain	0.05	0.620
		France	0.25	0.216
		Jordan	0.68	0.000
		Scotland	1.11	0.000
Appoint a qualified woman to supervisor y job.	France	United States	0.03	0.884
		Germany	0.07	0.758
		Spain	-0.19	0.310
		South Africa	-0.25	0.216
		Jordan	0.44	0.028
		Scotland	0.86	0.000
Appoint a qualified woman to supervisor y job.	Jordan	United States	-0.41	0.000
		Germany	-0.36	0.033
		Spain	-0.63	0.000
		South Africa	-0.68	0.000
		France	-0.44	0.028
		Scotland	0.43	0.003
Appoint a qualified woman to supervisor y job.	Scotland	United States	-0.83	0.000
		Germany	-0.79	0.000
		Spain	-1.05	0.000
		South Africa	-1.11	0.000
		France	-0.86	0.000
		Jordan	-0.43	0.003
Initiate team building exercise for men and women.	United States	Germany	0.04	0.567
		Spain	-0.16	0.027

Leadership across Differences

		South Africa	-0.02	0.803
		France	-0.06	0.502
		Singapore	-0.10	0.248
		India	-0.19	0.001
		Jordan	0.22	0.017
		Japan	-0.16	0.027
		Scotland	-0.32	0.000
Initiate team building exercise for men and women.	Germany	United States	-0.04	0.567
		Spain	-0.20	0.030
		South Africa	-0.07	0.552
		France	-0.10	0.336
		Singapore	-0.14	0.173
		India	-0.24	0.005
		Jordan	0.18	0.105
		Japan	-0.20	0.030
		Scotland	-0.36	0.000
Initiate team building exercise for men and women.	Spain	United States	0.16	0.027
		Germany	0.20	0.030
		South Africa	0.14	0.209
		France	0.10	0.314
		Singapore	0.06	0.566
		India	-0.04	0.668
		Jordan	0.38	0.000
		Japan	0.00	1.000
		Scotland	-0.16	0.110
Initiate team building exercise for men and women.	South Africa	United States	0.02	0.803
		Germany	0.07	0.552
		Spain	-0.14	0.209
		France	-0.03	0.773
		Singapore	-0.08	0.516
		India	-0.17	0.090
		Jordan	0.24	0.049
		Japan	-0.14	0.209
		Scotland	-0.30	0.011
Initiate team building exercise for men and women.	France	United States	0.06	0.502
		Germany	0.10	0.336
		Spain	-0.10	0.314
		South Africa	0.03	0.773
		Singapore	-0.04	0.701
		India	-0.14	0.143
		Jordan	0.27	0.018
		Japan	-0.10	0.314
		Scotland	-0.26	0.017

Leadership across Differences

Initiate team building exercise for men and women.	Singapore	United States	0.10	0.248
		Germany	0.14	0.173
		Spain	-0.06	0.566
		South Africa	0.08	0.516
		France	0.04	0.701
		India	-0.09	0.322
		Jordan	0.32	0.007
		Japan	-0.06	0.566
		Scotland	-0.22	0.048
Initiate team building exercise for men and women.	India	United States	0.19	0.001
		Germany	0.24	0.005
		Spain	0.04	0.668
		South Africa	0.17	0.090
		France	0.14	0.143
		Singapore	0.09	0.322
		Jordan	0.41	0.000
		Japan	0.04	0.668
		Scotland	-0.13	0.179
Initiate team building exercise for men and women.	Jordan	United States	-0.22	0.017
		Germany	-0.18	0.105
		Spain	-0.38	0.000
		South Africa	-0.24	0.049
		France	-0.27	0.018
		Singapore	-0.32	0.007
		India	-0.41	0.000
		Japan	-0.38	0.000
		Scotland	-0.54	0.000
Initiate team building exercise for men and women.	Japan	United States	0.16	0.027
		Germany	0.20	0.030
		Spain	0.00	1.000
		South Africa	0.14	0.209
		France	0.10	0.314
		Singapore	0.06	0.566
		India	-0.04	0.668
		Jordan	0.38	0.000
		Scotland	-0.16	0.110
Initiate team building exercise for men and women.	Scotland	United States	0.32	0.000
		Germany	0.36	0.000
		Spain	0.16	0.110
		South Africa	0.30	0.011
		France	0.26	0.017

Leadership across Differences

		Singapore	0.22	0.048
		India	0.13	0.179
		Jordan	0.54	0.000
		Japan	0.16	0.110
Initiate coaching for the men this department.	United States	Germany	-0.30	0.000
		Spain	-0.71	0.000
		South Africa	-0.27	0.005
		France	-0.32	0.000
		Singapore	-0.17	0.050
		India	-0.47	0.000
		Jordan	0.05	0.618
		Japan	0.09	0.239
		Scotland	-0.27	0.000
Initiate coaching for the men this department.	Germany	United States	0.30	0.000
		Spain	-0.41	0.000
		South Africa	0.03	0.814
		France	-0.02	0.820
		Singapore	0.12	0.247
		India	-0.17	0.044
		Jordan	0.34	0.002
		Japan	0.38	0.000
		Scotland	0.03	0.780
Initiate coaching for the men this department.	Spain	United States	0.71	0.000
		Germany	0.41	0.000
		South Africa	0.44	0.000
		France	0.39	0.000
		Singapore	0.54	0.000
		India	0.24	0.005
		Jordan	0.76	0.000
		Japan	0.80	0.000
		Scotland	0.44	0.000
Initiate coaching for the men this department.	South Africa	United States	0.27	0.005
		Germany	-0.03	0.814
		Spain	-0.44	0.000
		France	-0.05	0.676
		Singapore	0.10	0.425
		India	-0.20	0.055
		Jordan	0.32	0.012
		Japan	0.36	0.001
		Scotland	0.00	1.000
Initiate coaching for the men this department.	France	United States	0.32	0.000

Leadership across Differences

		Germany	0.02	0.820
		Spain	-0.39	0.000
		South Africa	0.05	0.676
		Singapore	0.15	0.201
		India	-0.15	0.122
		Jordan	0.37	0.002
		Japan	0.41	0.000
		Scotland	0.05	0.630
Initiate coaching for the men this department.	Singapore	United States	0.17	0.050
		Germany	-0.12	0.247
		Spain	-0.54	0.000
		South Africa	-0.10	0.425
		France	-0.15	0.201
		India	-0.30	0.002
		Jordan	0.22	0.068
		Japan	0.26	0.014
		Scotland	-0.10	0.359
Initiate coaching for the men this department.	India	United States	0.47	0.000
		Germany	0.17	0.044
		Spain	-0.24	0.005
		South Africa	0.20	0.055
		France	0.15	0.122
		Singapore	0.30	0.002
		Jordan	0.52	0.000
		Japan	0.56	0.000
		Scotland	0.20	0.019
Initiate coaching for the men this department.	Jordan	United States	-0.05	0.618
		Germany	-0.34	0.002
		Spain	-0.76	0.000
		South Africa	-0.32	0.012
		France	-0.37	0.002
		Singapore	-0.22	0.068
		India	-0.52	0.000
		Japan	0.04	0.714
		Scotland	-0.32	0.004
Initiate coaching for the men this department.	Japan	United States	-0.09	0.239
		Germany	-0.38	0.000
		Spain	-0.80	0.000
		South Africa	-0.36	0.001
		France	-0.41	0.000
		Singapore	-0.26	0.014
		India	-0.56	0.000
		Jordan	-0.04	0.714

Leadership across Differences

		Scotland	-0.36	0.000
Initiate coaching for the men in this department.	Scotland	United States	0.27	0.000
		Germany	-0.03	0.780
		Spain	-0.44	0.000
		South Africa	0.00	1.000
		France	-0.05	0.630
		Singapore	0.10	0.359
		India	-0.20	0.019
		Jordan	0.32	0.004
		Japan	0.36	0.000
Develop a policy that threaten anyone with immediate termination for making suggestive comments or inappropriate touching.	United States	Germany	-0.44	0.000
		Spain	-0.77	0.000
		South Africa	-0.31	0.009
		France	-0.50	0.000
		Singapore	-0.42	0.000
		India	-0.35	0.000
		Jordan	0.01	0.924
		Japan	-0.15	0.116
		Scotland	-0.71	0.000
Develop a policy that threaten anyone with immediate termination for making suggestive comments or inappropriate touching.	Germany	United States	0.44	0.000
		Spain	-0.33	0.006
		South Africa	0.13	0.377
		France	-0.06	0.648
		Singapore	0.01	0.918
		India	0.08	0.437
		Jordan	0.45	0.001
		Japan	0.29	0.016
		Scotland	-0.28	0.021
Develop a policy that threaten anyone with immediate termination for making suggestive comments or inappropriate touching.	Spain	United States	0.77	0.000
		Germany	0.33	0.006
		South Africa	0.45	0.001
		France	0.27	0.041
		Singapore	0.34	0.010
		India	0.41	0.000
		Jordan	0.78	0.000

Leadership across Differences

		Japan	0.62	0.000
		Scotland	0.05	0.660

Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.

South Africa	United States	0.31	0.009
	Germany	-0.13	0.377
	Spain	-0.45	0.001
	France	-0.19	0.220
	Singapore	-0.11	0.468
	India	-0.04	0.757
	Jordan	0.32	0.041
	Japan	0.16	0.240
	Scotland	-0.40	0.004

Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.

France	United States	0.50	0.000
	Germany	0.06	0.648
	Spain	-0.27	0.041
	South Africa	0.19	0.220
	Singapore	0.07	0.608
	India	0.15	0.232
	Jordan	0.51	0.001
	Japan	0.35	0.008
	Scotland	-0.22	0.099

Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.

Singapore	United States	0.42	0.000
	Germany	-0.01	0.918
	Spain	-0.34	0.010
	South Africa	0.11	0.468
	France	-0.07	0.608
	India	0.07	0.568
	Jordan	0.43	0.004
	Japan	0.28	0.039
	Scotland	-0.29	0.029

Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.

India	United States	0.35	0.000
	Germany	-0.08	0.437
	Spain	-0.41	0.000

Leadership across Differences

		South Africa	0.04	0.757
		France	-0.15	0.232
		Singapore	-0.07	0.568
		Jordan	0.36	0.005
		Japan	0.21	0.055
		Scotland	-0.36	0.001
Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.				
	Jordan	United States	-0.01	0.924
		Germany	-0.45	0.001
		Spain	-0.78	0.000
		South Africa	-0.32	0.041
		France	-0.51	0.001
		Singapore	-0.43	0.004
		India	-0.36	0.005
		Japan	-0.16	0.257
		Scotland	-0.73	0.000
Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.				
	Japan	United States	0.15	0.116
		Germany	-0.29	0.016
		Spain	-0.62	0.000
		South Africa	-0.16	0.240
		France	-0.35	0.008
		Singapore	-0.28	0.039
		India	-0.21	0.055
		Jordan	0.16	0.257
		Scotland	-0.57	0.000
Develop a policy that threat anyone with immediate termination for making suggestive comments or inappropriate touching.				
	Scotland	United States	0.71	0.000
		Germany	0.28	0.021
		Spain	-0.05	0.660
		South Africa	0.40	0.004
		France	0.22	0.099
		Singapore	0.29	0.029
		India	0.36	0.001
		Jordan	0.73	0.000
		Japan	0.57	0.000
Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.				
	United States	Germany	-0.40	0.065

Leadership across Differences

inappropriate touching.

Spain	-0.52	0.000
South Africa	-0.27	0.136
France	0.15	0.573
Jordan	0.19	0.195

Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.

Germany	United States	0.40	0.065
	Spain	-0.12	0.575
	South Africa	0.13	0.584
	France	0.55	0.077
	Jordan	0.59	0.008

Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.

Spain	United States	0.52	0.000
	Germany	0.12	0.575
	South Africa	0.25	0.140
	France	0.66	0.009
	Jordan	0.71	0.000

Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.

South Africa	United States	0.27	0.136
	Germany	-0.13	0.584
	Spain	-0.25	0.140
	France	0.41	0.145
	Jordan	0.46	0.014

Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.

France	United States	-0.15	0.573
	Germany	-0.55	0.077
	Spain	-0.66	0.009
	South Africa	-0.41	0.145
	Jordan	0.04	0.866

Develop a policy that threat anyone with legal action for making suggestive comments or inappropriate touching.

Jordan	United States	-0.19	0.195
	Germany	-0.59	0.008
	Spain	-0.71	0.000
	South Africa	-0.46	0.014
	France	-0.04	0.866

Establish an independent office United States Germany -0.12 0.131

Leadership across Differences

to handle such incidents.

Spain	-0.95	0.000
South Africa	-0.52	0.000
France	-0.71	0.000
Singapore	-0.56	0.000
India	-0.50	0.000
Jordan	-0.44	0.000
Japan	-0.05	0.549
Scotland	-0.42	0.000

Establish an independent off.
to handle such incidents.

Germany	United States	0.12	0.131
	Spain	-0.83	0.000
	South Africa	-0.40	0.001
	France	-0.59	0.000
	Singapore	-0.44	0.000
	India	-0.37	0.000
	Jordan	-0.32	0.008
	Japan	0.07	0.465
	Scotland	-0.30	0.003

Establish an independent off.
to handle such incidents.

Spain	United States	0.95	0.000
	Germany	0.83	0.000
	South Africa	0.43	0.000
	France	0.24	0.033
	Singapore	0.38	0.001
	India	0.45	0.000
	Jordan	0.51	0.000
	Japan	0.90	0.000
	Scotland	0.53	0.000

Establish an independent off.
to handle such incidents.

South Africa	United States	0.52	0.000
	Germany	0.40	0.001
	Spain	-0.43	0.000
	France	-0.19	0.137
	Singapore	-0.05	0.724
	India	0.02	0.851
	Jordan	0.08	0.555
	Japan	0.47	0.000
	Scotland	0.10	0.418

Establish an independent off.
to handle such incidents.

France	United States	0.71	0.000
	Germany	0.59	0.000
	Spain	-0.24	0.033
	South Africa	0.19	0.137
	Singapore	0.15	0.238
	India	0.21	0.040
	Jordan	0.27	0.034

Leadership across Differences

		Japan	0.66	0.000
		Scotland	0.29	0.010
Establish an independent office to handle such incidents.	Singapore	United States	0.56	0.000
		Germany	0.44	0.000
		Spain	-0.38	0.001
		South Africa	0.05	0.724
		France	-0.15	0.238
		India	0.07	0.526
		Jordan	0.13	0.332
		Japan	0.52	0.000
		Scotland	0.14	0.209
Establish an independent office to handle such incidents.	India	United States	0.50	0.000
		Germany	0.37	0.000
		Spain	-0.45	0.000
		South Africa	-0.02	0.851
		France	-0.21	0.040
		Singapore	-0.07	0.526
		Jordan	0.06	0.597
		Japan	0.45	0.000
		Scotland	0.08	0.408
Establish an independent office to handle such incidents.	Jordan	United States	0.44	0.000
		Germany	0.32	0.008
		Spain	-0.51	0.000
		South Africa	-0.08	0.555
		France	-0.27	0.034
		Singapore	-0.13	0.332
		India	-0.06	0.597
		Japan	0.39	0.001
		Scotland	0.02	0.881
Establish an independent office to handle such incidents.	Japan	United States	0.05	0.549
		Germany	-0.07	0.465
		Spain	-0.90	0.000
		South Africa	-0.47	0.000
		France	-0.66	0.000
		Singapore	-0.52	0.000
		India	-0.45	0.000
		Jordan	-0.39	0.001
		Scotland	-0.37	0.000
Establish an independent office to handle such incidents.	Scotland	United States	0.42	0.000
		Germany	0.30	0.003
		Spain	-0.53	0.000

Leadership across Differences

		South Africa	-0.10	0.418
		France	-0.29	0.010
		Singapore	-0.14	0.209
		India	-0.08	0.408
		Jordan	-0.02	0.881
		Japan	0.37	0.000
Stop hiring so many women.	United States	Germany	0.09	0.605
		Spain	0.04	0.678
		South Africa	0.44	0.000
		France	-0.04	0.842
		Jordan	1.12	0.000
Stop hiring so many women.	Germany	United States	-0.09	0.605
		Spain	-0.05	0.775
		South Africa	0.36	0.041
		France	-0.13	0.592
		Jordan	1.03	0.000
Stop hiring so many women.	Spain	United States	-0.04	0.678
		Germany	0.05	0.775
		South Africa	0.40	0.000
		France	-0.08	0.678
		Jordan	1.08	0.000
Stop hiring so many women.	South Africa	United States	-0.44	0.000
		Germany	-0.36	0.041
		Spain	-0.40	0.000
		France	-0.48	0.015
		Jordan	0.68	0.000
Stop hiring so many women.	France	United States	0.04	0.842
		Germany	0.13	0.592
		Spain	0.08	0.678
		South Africa	0.48	0.015
		Jordan	1.16	0.000
Stop hiring so many women.	Jordan	United States	-1.12	0.000
		Germany	-1.03	0.000
		Spain	-1.08	0.000
		South Africa	-0.68	0.000
		France	-1.16	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	United States	Germany	-0.11	0.131
		Spain	-0.38	0.000
		South Africa	-0.02	0.842
		France	-0.13	0.106

Leadership across Differences

		Singapore	-0.04	0.628
		India	-0.29	0.000
		Jordan	-0.24	0.008
		Japan	0.23	0.001
		Scotland	0.06	0.433
Conduct a best practices survey to develop recommendations based on what other organizations do.	Germany	United States	0.11	0.131
		Spain	-0.27	0.003
		South Africa	0.09	0.396
		France	-0.03	0.805
		Singapore	0.07	0.505
		India	-0.18	0.031
		Jordan	-0.13	0.227
		Japan	0.34	0.000
		Scotland	0.17	0.071
Conduct a best practices survey to develop recommendations based on what other organizations do.	Spain	United States	0.38	0.000
		Germany	0.27	0.003
		South Africa	0.36	0.001
		France	0.24	0.015
		Singapore	0.34	0.001
		India	0.09	0.277
		Jordan	0.14	0.184
		Japan	0.61	0.000
		Scotland	0.43	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	South Africa	United States	0.02	0.842
		Germany	-0.09	0.396
		Spain	-0.36	0.001
		France	-0.12	0.312
		Singapore	-0.02	0.844
		India	-0.27	0.007
		Jordan	-0.22	0.066
		Japan	0.25	0.018
		Scotland	0.07	0.489
Conduct a best practices survey to develop recommendations based on what other organizations do.	France	United States	0.13	0.106
		Germany	0.03	0.805
		Spain	-0.24	0.015
		South Africa	0.12	0.312

Leadership across Differences

		Singapore	0.09	0.398
		India	-0.15	0.095
		Jordan	-0.10	0.364
		Japan	0.37	0.000
		Scotland	0.19	0.058
Conduct a best practices survey to develop recommendations based on what other organizations do.	Singapore	United States	0.04	0.628
		Germany	-0.07	0.505
		Spain	-0.34	0.001
		South Africa	0.02	0.844
		France	-0.09	0.398
		India	-0.25	0.009
		Jordan	-0.20	0.088
		Japan	0.27	0.007
		Scotland	0.10	0.340
Conduct a best practices survey to develop recommendations based on what other organizations do.	India	United States	0.29	0.000
		Germany	0.18	0.031
		Spain	-0.09	0.277
		South Africa	0.27	0.007
		France	0.15	0.095
		Singapore	0.25	0.009
		Jordan	0.05	0.604
		Japan	0.52	0.000
		Scotland	0.34	0.000
Conduct a best practices survey to develop recommendations based on what other organizations do.	Jordan	United States	0.24	0.008
		Germany	0.13	0.227
		Spain	-0.14	0.184
		South Africa	0.22	0.066
		France	0.10	0.364
		Singapore	0.20	0.088
		India	-0.05	0.604
		Japan	0.47	0.000
		Scotland	0.29	0.005
Conduct a best practices survey to develop recommendations based on what other organizations do.	Japan	United States	-0.23	0.001
		Germany	-0.34	0.000
		Spain	-0.61	0.000
		South Africa	-0.25	0.018

Leadership across Differences

		France	-0.37	0.000
		Singapore	-0.27	0.007
		India	-0.52	0.000
		Jordan	-0.47	0.000
		Scotland	-0.18	0.049
Conduct a best practices survey to develop recommendations based on what other organizations do.	Scotland	United States	-0.06	0.433
		Germany	-0.17	0.071
		Spain	-0.43	0.000
		South Africa	-0.07	0.489
		France	-0.19	0.058
		Singapore	-0.10	0.340
		India	-0.34	0.000
		Jordan	-0.29	0.005
		Japan	0.18	0.049
Hold training programs to teach men and women how to work together without disruption.	United States	Germany	-0.56	0.000
		Spain	-0.35	0.000
		South Africa	-0.11	0.281
		France	-0.41	0.020
		Jordan	-0.33	0.001
Hold training programs to teach men and women how to work together without disruption.	Germany	United States	0.56	0.000
		Spain	0.21	0.010
		South Africa	0.45	0.000
		France	0.16	0.367
		Jordan	0.23	0.018
Hold training programs to teach men and women how to work together without disruption.	Spain	United States	0.35	0.000
		Germany	-0.21	0.010
		South Africa	0.24	0.014
		France	-0.06	0.738
		Jordan	0.01	0.883
Hold training programs to teach men and women how to work together without disruption.	South Africa	United States	0.11	0.281
		Germany	-0.45	0.000
		Spain	-0.24	0.014
		France	-0.30	0.100
		Jordan	-0.22	0.039
Hold training programs to teach men and women how to work together without disruption.	France	United States	0.41	0.020

Leadership across Differences

men and women how to work together without disruption.

Germany	-0.16	0.367
Spain	0.06	0.738
South Africa	0.30	0.100
Jordan	0.07	0.690

Hold training programs to teach men and women how to work together without disruption.

Jordan	United States	0.33	0.001
	Germany	-0.23	0.018
	Spain	-0.01	0.883
	South Africa	0.22	0.039
	France	-0.07	0.690

Hold training programs to teach men and women how to show respect to one another in the workplace.

United States	France	-0.16	0.082
	Singapore	-0.29	0.001
	India	-0.52	0.000
	Japan	-0.13	0.074
	Scotland	-0.39	0.000

Hold training programs to teach men and women how to show respect to one another in the workplace.

France	United States	0.16	0.082
	Singapore	-0.13	0.268
	India	-0.36	0.000
	Japan	0.03	0.772
	Scotland	-0.23	0.035

Hold training programs to teach men and women how to show respect to one another in the workplace.

Singapore	United States	0.29	0.001
	France	0.13	0.268
	India	-0.23	0.016
	Japan	0.16	0.115
	Scotland	-0.10	0.339

Hold training programs to teach men and women how to show respect to one another in the workplace.

India	United States	0.52	0.000
	France	0.36	0.000
	Singapore	0.23	0.016
	Japan	0.39	0.000
	Scotland	0.13	0.122

Hold training programs to teach men and women how to show

Japan	United States	0.13	0.074

Leadership across Differences

respect to one another in the workplace.

France	-0.03	0.772
Singapore	-0.16	0.115
India	-0.39	0.000
Scotland	-0.26	0.005

Hold training programs to teach men and women how to show respect to one another in the workplace.

Scotland	United States	0.39	0.000
	France	0.23	0.035
	Singapore	0.10	0.339
	India	-0.13	0.122
	Japan	0.26	0.005

Acknowledge the women's grievances.

United States	Germany	-0.08	0.561
	Spain	-0.59	0.000
	South Africa	-0.11	0.264
	France	-0.49	0.003
	Jordan	-0.70	0.000

Acknowledge the women's grievances.

Germany	United States	0.08	0.561
	Spain	-0.51	0.000
	South Africa	-0.03	0.859
	France	-0.41	0.041
	Jordan	-0.62	0.000

Acknowledge the women's grievances.

Spain	United States	0.59	0.000
	Germany	0.51	0.000
	South Africa	0.48	0.000
	France	0.10	0.545
	Jordan	-0.12	0.198

Acknowledge the women's grievances.

South Africa	United States	0.11	0.264
	Germany	0.03	0.859
	Spain	-0.48	0.000
	France	-0.38	0.025
	Jordan	-0.59	0.000

Acknowledge the women's grievances.

France	United States	0.49	0.003
	Germany	0.41	0.041
	Spain	-0.10	0.545
	South Africa	0.38	0.025
	Jordan	-0.21	0.206

Acknowledge the women's

Jordan	United States	0.70	0.000

Leadership across Differences

grievances.

Germany	0.62	0.000
Spain	0.12	0.198
South Africa	0.59	0.000
France	0.21	0.206

Redesign the work so that men and women are working together on important tasks that require cooperation.

United States	Germany	0.47	0.000
	Spain	0.18	0.017
	South Africa	0.23	0.014
	France	0.62	0.000
	Singapore	0.22	0.013
	India	0.09	0.140
	Jordan	0.11	0.255
	Japan	0.20	0.006
	Scotland	0.00	0.961

Redesign the work so that men and women are working together on important tasks that require cooperation.

Germany	United States	-0.47	0.000
	Spain	-0.30	0.002
	South Africa	-0.24	0.034
	France	0.15	0.149
	Singapore	-0.25	0.018
	India	-0.38	0.000
	Jordan	-0.37	0.001
	Japan	-0.27	0.005
	Scotland	-0.48	0.000

Redesign the work so that men and women are working together on important tasks that require cooperation.

Spain	United States	-0.18	0.017
	Germany	0.30	0.002
	South Africa	0.06	0.600
	France	0.45	0.000
	Singapore	0.04	0.681
	India	-0.08	0.319
	Jordan	-0.07	0.523
	Japan	0.03	0.784
	Scotland	-0.18	0.055

Redesign the work so that men and women are working together on important tasks that require cooperation.

South Africa	United States	-0.23	0.014
	Germany	0.24	0.034
	Spain	-0.06	0.600
	France	0.39	0.001

Leadership across Differences

		Singapore	-0.01	0.902
		India	-0.14	0.170
		Jordan	-0.13	0.305
		Japan	-0.03	0.769
		Scotland	-0.24	0.032
Redesign the work so that men and women are working together on important tasks that require cooperation.	France	United States	-0.62	0.000
		Germany	-0.15	0.149
		Spain	-0.45	0.000
		South Africa	-0.39	0.001
		Singapore	-0.40	0.000
		India	-0.53	0.000
		Jordan	-0.52	0.000
		Japan	-0.42	0.000
		Scotland	-0.63	0.000
Redesign the work so that men and women are working together on important tasks that require cooperation.	Singapore	United States	-0.22	0.013
		Germany	0.25	0.018
		Spain	-0.04	0.681
		South Africa	0.01	0.902
		France	0.40	0.000
		India	-0.13	0.193
		Jordan	-0.11	0.346
		Japan	-0.02	0.867
		Scotland	-0.22	0.035
Redesign the work so that men and women are working together on important tasks that require cooperation.	India	United States	-0.09	0.140
		Germany	0.38	0.000
		Spain	0.08	0.319
		South Africa	0.14	0.170
		France	0.53	0.000
		Singapore	0.13	0.193
		Jordan	0.01	0.888
		Japan	0.11	0.195
		Scotland	-0.10	0.261
Redesign the work so that men and women are working together on important tasks that require cooperation.	Jordan	United States	-0.11	0.255
		Germany	0.37	0.001
		Spain	0.07	0.523
		South Africa	0.13	0.305

Leadership across Differences

		France	0.52	0.000
		Singapore	0.11	0.346
		India	-0.01	0.888
		Japan	0.10	0.384
		Scotland	-0.11	0.317
Redesign the work so that men and women are working together on important tasks that require cooperation.	Japan	United States	-0.20	0.006
		Germany	0.27	0.005
		Spain	-0.03	0.784
		South Africa	0.03	0.769
		France	0.42	0.000
		Singapore	0.02	0.867
		India	-0.11	0.195
		Jordan	-0.10	0.384
		Scotland	-0.21	0.029
Redesign the work so that men and women are working together on important tasks that require cooperation.	Scotland	United States	0.00	0.961
		Germany	0.48	0.000
		Spain	0.18	0.055
		South Africa	0.24	0.032
		France	0.63	0.000
		Singapore	0.22	0.035
		India	0.10	0.261
		Jordan	0.11	0.317
		Japan	0.21	0.029
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	United States	Germany	-0.14	0.071
		Spain	0.32	0.000
		South Africa	0.33	0.001
		France	0.46	0.000
		Singapore	0.42	0.000
		India	0.44	0.000
		Jordan	0.45	0.000
		Japan	0.09	0.220
		Scotland	0.01	0.841
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Germany	United States	0.14	0.071
		Spain	0.46	0.000
		South Africa	0.46	0.000
		France	0.60	0.000

Leadership across Differences

		Singapore	0.56	0.000
		India	0.57	0.000
		Jordan	0.58	0.000
		Japan	0.23	0.017
		Scotland	0.15	0.113
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Spain	United States	-0.32	0.000
		Germany	-0.46	0.000
		South Africa	0.01	0.941
		France	0.14	0.178
		Singapore	0.10	0.329
		India	0.12	0.167
		Jordan	0.13	0.250
		Japan	-0.23	0.015
		Scotland	-0.30	0.001
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	South Africa	United States	-0.33	0.001
		Germany	-0.46	0.000
		Spain	-0.01	0.941
		France	0.13	0.273
		Singapore	0.10	0.435
		India	0.11	0.295
		Jordan	0.12	0.346
		Japan	-0.24	0.034
		Scotland	-0.31	0.005
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	France	United States	-0.46	0.000
		Germany	-0.60	0.000
		Spain	-0.14	0.178
		South Africa	-0.13	0.273
		Singapore	-0.04	0.750
		India	-0.02	0.816
		Jordan	-0.01	0.909
		Japan	-0.37	0.000
		Scotland	-0.45	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Singapore	United States	-0.42	0.000
		Germany	-0.56	0.000
		Spain	-0.10	0.329
		South Africa	-0.10	0.435

Leadership across Differences

		France	0.04	0.750
		India	0.01	0.885
		Jordan	0.02	0.848
		Japan	-0.33	0.002
		Scotland	-0.41	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	India	United States	-0.44	0.000
		Germany	-0.57	0.000
		Spain	-0.12	0.167
		South Africa	-0.11	0.295
		France	0.02	0.816
		Singapore	-0.01	0.885
		Jordan	0.01	0.932
		Japan	-0.35	0.000
		Scotland	-0.42	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Jordan	United States	-0.45	0.000
		Germany	-0.58	0.000
		Spain	-0.13	0.250
		South Africa	-0.12	0.346
		France	0.01	0.909
		Singapore	-0.02	0.848
		India	-0.01	0.932
		Japan	-0.36	0.001
		Scotland	-0.43	0.000
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Japan	United States	-0.09	0.220
		Germany	-0.23	0.017
		Spain	0.23	0.015
		South Africa	0.24	0.034
		France	0.37	0.000
		Singapore	0.33	0.002
		India	0.35	0.000
		Jordan	0.36	0.001
		Scotland	-0.08	0.422
Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	Scotland	United States	-0.01	0.841
		Germany	-0.15	0.113
		Spain	0.30	0.001
		South Africa	0.31	0.005

Leadership across Differences

		France	0.45	0.000
		Singapore	0.41	0.000
		India	0.42	0.000
		Jordan	0.43	0.000
		Japan	0.08	0.422
Showcase areas of the organization where men and women are working well together ^a .	United States	Germany	-0.16	0.273
		Spain	0.20	0.021
		South Africa	0.24	0.016
		France	0.22	0.199
		Jordan	0.17	0.081
Showcase areas of the organization where men and women are working well together ^a .	Germany	United States	0.16	0.273
		Spain	0.36	0.013
		South Africa	0.40	0.008
		France	0.38	0.065
		Jordan	0.33	0.028
Showcase areas of the organization where men and women are working well together ^a .	Spain	United States	-0.20	0.021
		Germany	-0.36	0.013
		South Africa	0.04	0.649
		France	0.02	0.900
		Jordan	-0.03	0.775
Showcase areas of the organization where men and women are working well together ^a .	South Africa	United States	-0.24	0.016
		Germany	-0.40	0.008
		Spain	-0.04	0.649
		France	-0.02	0.902
		Jordan	-0.07	0.513
Showcase areas of the organization where men and women are working well together ^a .	France	United States	-0.22	0.199
		Germany	-0.38	0.065
		Spain	-0.02	0.900
		South Africa	0.02	0.902
		Jordan	-0.05	0.785
Showcase areas of the	Jordan	United States	-0.17	0.081

Leadership across Differences

organization where men and women are working well together.

Germany	-0.33	0.028
Spain	0.03	0.775
South Africa	0.07	0.513
France	0.05	0.785

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

United States	Germany	0.22	0.008
	Spain	-0.13	0.107
	South Africa	0.37	0.000
	France	-0.62	0.000
	Singapore	0.09	0.361
	India	0.32	0.000
	Jordan	0.64	0.000
	Japan	0.24	0.003
	Scotland	-0.01	0.876

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

Germany	United States	-0.22	0.008
	Spain	-0.34	0.001
	South Africa	0.15	0.211
	France	-0.83	0.000
	Singapore	-0.13	0.268
	India	0.10	0.280
	Jordan	0.42	0.000
	Japan	0.03	0.803
	Scotland	-0.23	0.027

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

Spain	United States	0.13	0.107
	Germany	0.34	0.001
	South Africa	0.50	0.000
	France	-0.49	0.000
	Singapore	0.22	0.059
	India	0.44	0.000
	Jordan	0.77	0.000
	Japan	0.37	0.000
	Scotland	0.12	0.253

Establish a reward system for high-performing work groups where differences between men and women don't get in the way.

South Africa	United States	-0.37	0.000
	Germany	-0.15	0.211

Leadership across Differences

		Spain	-0.50	0.000
		France	-0.98	0.000
		Singapore	-0.28	0.034
		India	-0.05	0.648
		Jordan	0.27	0.046
		Japan	-0.13	0.294
		Scotland	-0.38	0.002
Establish a reward system for high-performing work groups where differences between men and women don't get in the way				
	France	United States	0.62	0.000
		Germany	0.83	0.000
		Spain	0.49	0.000
		South Africa	0.98	0.000
		Singapore	0.70	0.000
		India	0.93	0.000
		Jordan	1.26	0.000
		Japan	0.86	0.000
		Scotland	0.60	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way				
	Singapore	United States	-0.09	0.361
		Germany	0.13	0.268
		Spain	-0.22	0.059
		South Africa	0.28	0.034
		France	-0.70	0.000
		India	0.23	0.032
		Jordan	0.55	0.000
		Japan	0.15	0.180
		Scotland	-0.10	0.383
Establish a reward system for high-performing work groups where differences between men and women don't get in the way				
	India	United States	-0.32	0.000
		Germany	-0.10	0.280
		Spain	-0.44	0.000
		South Africa	0.05	0.648
		France	-0.93	0.000
		Singapore	-0.23	0.032
		Jordan	0.32	0.004
		Japan	-0.08	0.415
		Scotland	-0.33	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.				
	Jordan	United States	-0.64	0.000
		Germany	-0.42	0.000

Leadership across Differences

		Spain	-0.77	0.000
		South Africa	-0.27	0.046
		France	-1.26	0.000
		Singapore	-0.55	0.000
		India	-0.32	0.004
		Japan	-0.40	0.001
		Scotland	-0.65	0.000
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.				
	Japan	United States	-0.24	0.003
		Germany	-0.03	0.803
		Spain	-0.37	0.000
		South Africa	0.13	0.294
		France	-0.86	0.000
		Singapore	-0.15	0.180
		India	0.08	0.415
		Jordan	0.40	0.001
		Scotland	-0.25	0.013
Establish a reward system for high-performing work groups where differences between men and women don't get in the way.				
	Scotland	United States	0.01	0.876
		Germany	0.23	0.027
		Spain	-0.12	0.253
		South Africa	0.38	0.002
		France	-0.60	0.000
		Singapore	0.10	0.383
		India	0.33	0.000
		Jordan	0.65	0.000
		Japan	0.25	0.013
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	United States	Germany	-0.07	0.248
		Spain	-0.16	0.009
		South Africa	0.00	0.987
		France	-0.01	0.901
		Singapore	-0.39	0.000
		India	-0.83	0.000
		Jordan	-0.25	0.001
		Japan	-0.35	0.000
		Scotland	-0.08	0.194
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Germany	United States	0.07	0.248
		Spain	-0.09	0.268

Leadership across Differences

		South Africa	0.07	0.431
		France	0.06	0.468
		Singapore	-0.32	0.000
		India	-0.76	0.000
		Jordan	-0.18	0.044
		Japan	-0.27	0.000
		Scotland	-0.01	0.926
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Spain	United States	0.16	0.009
		Germany	0.09	0.268
		South Africa	0.16	0.082
		France	0.15	0.081
		Singapore	-0.23	0.007
		India	-0.68	0.000
		Jordan	-0.10	0.285
		Japan	-0.19	0.014
		Scotland	0.03	0.305
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	South Africa	United States	0.00	0.987
		Germany	-0.07	0.431
		Spain	-0.16	0.082
		France	-0.01	0.919
		Singapore	-0.39	0.000
		India	-0.83	0.000
		Jordan	-0.25	0.013
		Japan	-0.35	0.000
		Scotland	-0.08	0.382
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	France	United States	0.01	0.901
		Germany	-0.06	0.468
		Spain	-0.15	0.081
		South Africa	0.01	0.919
		Singapore	-0.38	0.000
		India	-0.82	0.000
		Jordan	-0.24	0.012
		Japan	-0.34	0.000
		Scotland	-0.07	0.413
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Singapore	United States	0.39	0.000
		Germany	0.32	0.000

Leadership across Differences

		Spain	0.23	0.007
		South Africa	0.39	0.000
		France	0.38	0.000
		India	-0.44	0.000
		Jordan	0.14	0.163
		Japan	0.04	0.608
		Scotland	0.31	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	India	United States	0.83	0.000
		Germany	0.76	0.000
		Spain	0.68	0.000
		South Africa	0.83	0.000
		France	0.82	0.000
		Singapore	0.44	0.000
		Jordan	0.58	0.000
		Japan	0.49	0.000
		Scotland	0.75	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Jordan	United States	0.25	0.001
		Germany	0.18	0.044
		Spain	0.10	0.285
		South Africa	0.25	0.013
		France	0.24	0.012
		Singapore	-0.14	0.163
		India	-0.58	0.000
		Japan	-0.09	0.300
		Scotland	0.17	0.052
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Japan	United States	0.35	0.000
		Germany	0.27	0.000
		Spain	0.19	0.014
		South Africa	0.35	0.000
		France	0.34	0.000
		Singapore	-0.04	0.608
		India	-0.49	0.000
		Jordan	0.09	0.300
		Scotland	0.27	0.000
Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.				
	Scotland	United States	0.08	0.194
		Germany	0.01	0.926

Leadership across Differences

		Spain	-0.08	0.305
		South Africa	0.08	0.382
		France	0.07	0.413
		Singapore	-0.31	0.000
		India	-0.76	0.000
		Jordan	-0.17	0.052
		Japan	-0.27	0.000
Develop policies and proceed to insure that men and women are treated equally.	United States	Germany	-0.23	0.000
		Spain	-0.13	0.035
		South Africa	0.06	0.463
		France	-0.04	0.595
		Singapore	-0.43	0.000
		India	-0.73	0.000
		Jordan	-0.34	0.000
		Japan	-0.40	0.000
		Scotland	-0.03	0.630
Develop policies and proceed to insure that men and women are treated equally.	Germany	United States	0.23	0.000
		Spain	0.10	0.220
		South Africa	0.29	0.002
		France	0.19	0.032
		Singapore	-0.20	0.032
		India	-0.50	0.000
		Jordan	-0.11	0.258
		Japan	-0.17	0.044
		Scotland	0.20	0.013
Develop policies and proceed to insure that men and women are treated equally.	Spain	United States	0.13	0.035
		Germany	-0.10	0.220
		South Africa	0.19	0.043
		France	0.09	0.292
		Singapore	-0.30	0.001
		India	-0.60	0.000
		Jordan	-0.21	0.028
		Japan	-0.27	0.001
		Scotland	0.10	0.200
Develop policies and proceed to insure that men and women are treated equally.	South Africa	United States	-0.06	0.463
		Germany	-0.29	0.002
		Spain	-0.19	0.043
		France	-0.10	0.335
		Singapore	-0.49	0.000
		India	-0.79	0.000

Leadership across Differences

		Jor dan	-0.40	0.000
		Japan	-0.46	0.000
		Scotl and	-0.09	0.344
Devel op pol icies and procedu to insure that men and women are treated equal ly.	Fr ance	United States	0.04	0.595
		Ger many	-0.19	0.032
		Spain	-0.09	0.292
		South Afr ica	0.10	0.335
		Singapor e	-0.39	0.000
		India	-0.69	0.000
		Jor dan	-0.30	0.003
		Japan	-0.36	0.000
		Scotl and	0.01	0.921
Devel op pol icies and proced to insure that men and women are treated equal ly.	Singapor e	United States	0.43	0.000
		Ger many	0.20	0.032
		Spain	0.30	0.001
		South Afr ica	0.49	0.000
		Fr ance	0.39	0.000
		India	-0.30	0.000
		Jor dan	0.09	0.385
		Japan	0.03	0.724
		Scotl and	0.40	0.000
Devel op pol icies and proced to insure that men and women are treated equal ly.	India	United States	0.73	0.000
		Ger many	0.50	0.000
		Spain	0.60	0.000
		South Afr ica	0.79	0.000
		Fr ance	0.69	0.000
		Singapor e	0.30	0.000
		Jor dan	0.39	0.000
		Japan	0.34	0.000
		Scotl and	0.70	0.000
Devel op pol icies and proced to insure that men and women are treated equal ly.	Jor dan	United States	0.34	0.000
		Ger many	0.11	0.258
		Spain	0.21	0.028
		South Afr ica	0.40	0.000
		Fr ance	0.30	0.003
		Singapor e	-0.09	0.385
		India	-0.39	0.000
		Japan	-0.06	0.543
		Scotl and	0.31	0.001

Leadership across Differences

Develop policies and procedures to insure that men and women are treated equally.

Japan	United States	0.40	0.000
	Germany	0.17	0.044
	Spain	0.27	0.001
	South Africa	0.46	0.000
	France	0.36	0.000
	Singapore	-0.03	0.724
	India	-0.34	0.000
	Jordan	0.06	0.543
	Scotland	0.37	0.000

Develop policies and procedure to insure that men and women are treated equally.

Scotland	United States	0.03	0.630
	Germany	-0.20	0.013
	Spain	-0.10	0.200
	South Africa	0.09	0.344
	France	-0.01	0.921
	Singapore	-0.40	0.000
	India	-0.70	0.000
	Jordan	-0.31	0.001
	Japan	-0.37	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	Germany	-0.52	0.000
	Spain	-0.27	0.000
	South Africa	-0.04	0.608
	France	-0.09	0.249
	Singapore	-0.45	0.000
	India	-0.74	0.000
	Jordan	-0.45	0.000
	Japan	-0.30	0.000
	Scotland	-0.13	0.051

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Germany	United States	0.52	0.000
	Spain	0.25	0.003
	South Africa	0.48	0.000
	France	0.43	0.000
	Singapore	0.07	0.471
	India	-0.22	0.004
	Jordan	0.07	0.446
	Japan	0.22	0.008
	Scotland	0.39	0.000

Leadership across Differences

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Spain	United States	0.27	0.000
	Germany	-0.25	0.003
	South Africa	0.23	0.019
	France	0.19	0.042
	Singapore	-0.18	0.057
	India	-0.47	0.000
	Jordan	-0.17	0.077
	Japan	-0.02	0.781
	Scotland	0.15	0.078

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

South Africa	United States	0.04	0.608
	Germany	-0.43	0.000
	Spain	-0.23	0.019
	France	-0.04	0.674
	Singapore	-0.41	0.000
	India	-0.70	0.000
	Jordan	-0.40	0.000
	Japan	-0.25	0.010
	Scotland	-0.08	0.392

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

France	United States	0.09	0.249
	Germany	-0.43	0.000
	Spain	-0.19	0.042
	South Africa	0.04	0.674
	Singapore	-0.37	0.000
	India	-0.66	0.000
	Jordan	-0.36	0.001
	Japan	-0.21	0.022
	Scotland	-0.04	0.664

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

Singapore	United States	0.45	0.000
	Germany	-0.07	0.471
	Spain	0.18	0.057
	South Africa	0.41	0.000
	France	0.37	0.000
	India	-0.29	0.001

Leadership across Differences

		Jor dan	0.01	0.951
		Japan	0.16	0.097
		Scotl and	0.33	0.001
Devel op a compr ehensive pr ogr amof pol icies,pr actices, and training for pr eventing these types of situations in the or ganizat ion.	India	United States	0.74	0.000
		Ger many	0.22	0.004
		Spain	0.47	0.000
		South Afr ica	0.70	0.000
		Fr ance	0.66	0.000
		Singapor e	0.29	0.001
		Jor dan	0.30	0.001
		Japan	0.45	0.000
		Scotl and	0.62	0.000
Devel op a compr ehensive pr ogr amof pol icies,pr actices, and training for pr eventing these types of situations in the or ganizat ion.	Jor dan	United States	0.45	0.000
		Ger many	-0.07	0.446
		Spain	0.17	0.077
		South Afr ica	0.40	0.000
		Fr ance	0.36	0.001
		Singapor e	-0.01	0.951
		India	-0.30	0.001
		Japan	0.15	0.125
		Scotl and	0.32	0.001
Devel op a compr ehensive pr ogr amof pol icies,pr actices, and training for pr eventing these types of situations in the or ganizat ion.	Japan	United States	0.30	0.000
		Ger many	-0.22	0.008
		Spain	0.02	0.781
		South Afr ica	0.25	0.010
		Fr ance	0.21	0.022
		Singapor e	-0.16	0.097
		India	-0.45	0.000
		Jor dan	-0.15	0.125
		Scotl and	0.17	0.041
Devel op a compr ehensive pr ogr amof pol icies,pr actices, and training for pr eventing these types of situations in the or ganizat ion.	Scotl and	United States	0.13	0.051
		Ger many	-0.39	0.000

Leadership across Differences

		Spain	-0.15	0.078
		South Africa	0.08	0.392
		France	0.04	0.664
		Singapore	-0.33	0.001
		India	-0.62	0.000
		Jordan	-0.32	0.001
		Japan	-0.17	0.041
Privately warn the ment that is unacceptable behavior .	United States	Germany	-1.29	0.000
		Spain	0.06	0.510
		South Africa	-0.18	0.150
		France	-0.17	0.129
		Singapore	0.21	0.062
		India	-0.20	0.011
		Jordan	0.31	0.010
		Japan	0.17	0.078
		Scotland	-0.05	0.621
Privately warn the ment that is unacceptable behavior .	Germany	United States	1.29	0.000
		Spain	1.35	0.000
		South Africa	1.11	0.000
		France	1.12	0.000
		Singapore	1.50	0.000
		India	1.08	0.000
		Jordan	1.60	0.000
		Japan	1.46	0.000
		Scotland	1.24	0.000
Privately warn the ment that is unacceptable behavior .	Spain	United States	-0.06	0.510
		Germany	-1.35	0.000
		South Africa	-0.24	0.096
		France	-0.23	0.084
		Singapore	0.15	0.270
		India	-0.27	0.015
		Jordan	0.25	0.078
		Japan	0.10	0.387
		Scotland	-0.11	0.365
Privately warn the ment that is unacceptable behavior .	South Africa	United States	0.18	0.150
		Germany	-1.11	0.000
		Spain	0.24	0.096
		France	0.01	0.964
		Singapore	0.39	0.013
		India	-0.03	0.835
		Jordan	0.49	0.002
		Japan	0.34	0.017
		Scotland	0.13	0.366

Leadership across Differences

Privately warn the ment that is unacceptable behavior .	France	United States	0.17	0.129
		Germany	-1.12	0.000
		Spain	0.23	0.084
		South Africa	-0.01	0.964
		Singapore	0.38	0.010
		India	-0.03	0.779
		Jordan	0.48	0.002
		Japan	0.34	0.012
		Scotland	0.12	0.361
Privately warn the ment that is unacceptable behavior .	Singapore	United States	-0.21	0.062
		Germany	-1.50	0.000
		Spain	-0.15	0.270
		South Africa	-0.39	0.013
		France	-0.38	0.010
		India	-0.42	0.001
		Jordan	0.19	0.517
		Japan	-0.05	0.735
		Scotland	-0.26	0.057
Privately warn the ment that is unacceptable behavior .	India	United States	0.20	0.011
		Germany	-1.08	0.000
		Spain	0.27	0.015
		South Africa	0.03	0.835
		France	0.03	0.779
		Singapore	0.42	0.001
		Jordan	0.52	0.000
		Japan	0.37	0.001
		Scotland	0.16	0.151
Privately warn the ment that is unacceptable behavior .	Jordan	United States	-0.31	0.010
		Germany	-1.60	0.000
		Spain	-0.25	0.078
		South Africa	-0.49	0.002
		France	-0.48	0.002
		Singapore	-0.10	0.517
		India	-0.52	0.000
		Japan	-0.15	0.301
		Scotland	-0.36	0.011
Privately warn the ment that is unacceptable behavior .	Japan	United States	-0.17	0.078
		Germany	-1.46	0.000
		Spain	-0.10	0.387
		South Africa	-0.34	0.017
		France	-0.34	0.012

Leadership across Differences

		Singapore	0.05	0.735
		India	-0.37	0.001
		Jordan	0.15	0.301
		Scotland	-0.21	0.076
Privately warn the ment that is unacceptable behavior .	Scotland	United States	0.05	0.621
		Germany	-1.24	0.000
		Spain	0.11	0.365
		South Africa	-0.13	0.366
		France	-0.12	0.361
		Singapore	0.26	0.057
		India	-0.16	0.151
		Jordan	0.36	0.011
		Japan	0.21	0.076
Educate employees that make suggestive comments is unacceptable in the workplace	United States	Germany	-0.60	0.000
		Spain	-0.57	0.000
		South Africa	-0.18	0.063
		France	-0.08	0.636
		Jordan	-0.39	0.000
Educate employees that make suggestive comments is unacceptable in the workplace .	Germany	United States	0.60	0.000
		Spain	0.03	0.802
		South Africa	0.42	0.004
		France	0.52	0.009
		Jordan	0.21	0.150
Educate employees that make suggestive comments is unacceptable in the workplace	Spain	United States	0.57	0.000
		Germany	-0.03	0.802
		South Africa	0.38	0.000
		France	0.49	0.003
		Jordan	0.18	0.053
Educate employees that make suggestive comments is unacceptable in the workplace	South Africa	United States	0.18	0.063
		Germany	-0.42	0.004
		Spain	-0.38	0.000
		France	0.10	0.547
		Jordan	-0.21	0.044
Educate employees that make suggestive comments is unacceptable in the workplace .	France	United States	0.08	0.636
		Germany	-0.52	0.009

Leadership across Differences

	Spain	-0.49	0.003
	South Africa	-0.10	0.547
	Jordan	-0.31	0.068

Educate employees that making suggestive comments is unacceptable in the workplace

Jordan	United States	0.39	0.000
	Germany	-0.21	0.150
	Spain	-0.18	0.053
	South Africa	0.21	0.044
	France	0.31	0.068

Note. ^a Only participants from the United States, Germany, Spain, South Africa, France, Jordan responded to these items.

^b Only participants from the United States, France, Singapore, India, Japan, Scotland responded to this item.

^c Only participants from the United States, Germany, Spain, South Africa, France, Jordan, and Scotland responded to this item.

Who Should Be Involved

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1=To a very great extent, 2=To a great extent, 3=To some extent, 4=To a little extent, and 5=Not at all. Table 6 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the *F* for each response (*indicates $p \leq 0.05$, **indicates $p \leq 0.01$, ***indicates $p \leq 0.001$), indicating whether or not the differences between the ratings from each country are statistically significant. Ratings of groups or individuals closer to the situation and within the organizations tended to indicate that they should be involved to a greater extent than those outside the organization.

Table 6. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Gender Scenario

Whom to Involve	Country	N	Mean	sd	<i>F</i>
Human resources	TOTAL	609	1.66	1.10	42.46***
	United States	141	1.50	0.89	
	Germany	35	1.37	0.69	
	Spain	192	1.32	0.59	
	South Africa	107	1.45	0.91	
	France	24	1.29	0.81	
	Jordan	110	2.85	1.51	

Leadership across Differences

Senior executives	TOTAL	607	2.09	1.13	12.34***
	United States	141	1.79	1.01	
	Germany	35	3.20	1.13	
	Spain	191	1.90	0.97	
	South Africa	106	2.24	1.25	
	France	24	1.88	1.12	
	Jordan	110	2.33	1.15	
Immediate supervisor(s)	TOTAL	607	1.51	0.82	14.60***
	United States	142	1.26	0.60	
	Germany	35	2.46	1.22	
	Spain	190	1.42	0.60	
	South Africa	106	1.53	0.86	
	France	24	1.46	1.02	
	Jordan	110	1.66	0.93	
A spokesperson for the men	TOTAL	603	2.80	1.33	1.39
	United States	140	3.03	1.32	
	Germany	35	2.77	1.50	
	Spain	191	2.78	1.32	
	South Africa	106	2.62	1.33	
	France	22	2.95	1.56	
	Jordan	109	2.71	1.23	
A spokesperson for the women	TOTAL	604	2.66	1.34	2.80*
	United States	140	2.98	1.37	
	Germany	35	2.51	1.44	
	Spain	192	2.56	1.26	
	South Africa	106	2.44	1.32	
	France	22	3.00	1.66	
	Jordan	109	2.59	1.33	
Others in the department or the organization	TOTAL	600	3.39	1.20	5.47***
	United States	138	3.15	1.22	
	Germany	34	3.65	1.15	
	Spain	190	3.25	1.06	
	South Africa	106	3.40	1.27	
	France	22	3.27	1.08	
	Jordan	110	3.85	1.25	
The union	TOTAL	600	3.29	1.38	7.84***
	United States	133	3.20	1.30	
	Germany	35	3.86	1.40	
	Spain	192	2.93	1.32	
	South Africa	106	3.25	1.41	
	France	24	3.67	1.34	
	Jordan	110	3.81	1.34	
An external consultant	TOTAL	606	3.53	1.32	6.12***
	United States	140	3.30	1.42	

Leadership across Differences

	Germany	35	2.91	1.44	
	Spain	192	3.57	1.13	
	South Africa	106	3.45	1.39	
	France	24	3.46	1.41	
	Jordan	109	4.05	1.19	
The government	TOTAL	608	4.35	1.12	4.64***
	United States	141	4.53	0.82	
	Germany	35	4.89	0.40	
	Spain	192	4.32	1.11	
	South Africa	107	4.20	1.19	
	France	24	4.63	0.88	
	Jordan	109	4.06	1.45	
An advocacy group	TOTAL	607	3.95	1.21	8.79***
	United States	141	4.25	1.06	
	Germany	34	3.85	1.21	
	Spain	192	3.55	1.29	
	South Africa	107	3.97	1.24	
	France	23	4.74	0.75	
	Jordan	110	4.12	1.11	
A professional organization for employees	TOTAL	603	3.65	1.25	0.51
	United States	137	3.71	1.31	
	Germany	35	3.74	1.31	
	Spain	191	3.63	1.13	
	South Africa	107	3.53	1.35	
	France	24	3.92	1.32	
	Jordan	109	3.65	1.26	
Respected community leaders	TOTAL	607	3.92	1.24	9.95***
	United States	141	4.38	0.92	
	Germany	35	4.29	1.15	
	Spain	191	3.73	1.14	
	South Africa	107	4.03	1.22	
	France	23	4.00	1.24	
	Jordan	110	3.41	1.53	
A mediator	TOTAL	603	3.17	1.37	13.85***
	United States	142	3.07	1.46	
	Germany	35	3.03	1.38	
	Spain	186	3.01	1.25	
	South Africa	107	2.71	1.20	
	France	24	3.08	1.28	
	Jordan	109	4.06	1.23	
The board	TOTAL	604	3.09	1.39	4.32**
	United States	141	3.01	1.34	
	Germany	33	3.91	1.16	
	Spain	192	3.14	1.32	
	South Africa	106	3.22	1.46	

Leadership across Differences

	France	23	3.30	1.43	
	Jordan	109	2.72	1.46	
The men in the department	TOTAL	604	2.47	1.35	7.71***
	United States	138	2.20	1.32	
	Germany	35	2.66	1.43	
	Spain	191	2.40	1.24	
	South Africa	106	2.19	1.36	
	France	24	2.63	1.28	
	Jordan	110	3.11	1.34	
The women in the department	TOTAL	605	2.39	1.33	7.76***
	United States	140	2.19	1.32	
	Germany	35	2.46	1.38	
	Spain	190	2.27	1.16	
	South Africa	106	2.09	1.31	
	France	24	2.75	1.36	
	Jordan	110	3.03	1.44	
The individuals directly involved in the situation	TOTAL	608	1.58	1.01	8.46***
	United States	141	1.31	0.73	
	Germany	34	1.50	0.93	
	Spain	191	1.33	0.99	
	South Africa	108	1.39	0.81	
	France	24	1.58	0.93	
	Jordan	110	2.06	1.36	
A respected religious leader	TOTAL	604	4.20	1.16	16.67***
	United States	138	4.38	1.01	
	Germany	35	4.51	0.92	
	Spain	190	4.51	0.86	
	South Africa	107	4.11	1.14	
	France	24	4.42	1.21	
	Jordan	110	3.39	1.46	
A lawyer, legal office, or legal counsel	TOTAL	599	3.40	1.38	13.77***
	United States	138	2.67	1.29	
	Germany	33	3.88	1.32	
	Spain	189	3.68	1.16	
	South Africa	106	3.27	1.40	
	France	23	3.26	1.48	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 7.

Table 7. Post Hoc Tests of Gender Scenario Whom to Involve between Countries

Whom to Involve	Country (I)	Comparison		Mean Difference (I-J)	Sig.
		Country (J)			
Human resources	United States	Germany		0.13	0.486
		Spain		0.18	0.090
		South Africa		0.05	0.695
		France		0.20	0.330
		Jordan		-1.35	0.000
Human resources	Germany	United States		-0.13	0.486
		Spain		0.05	0.759
		South Africa		-0.08	0.677
		France		0.08	0.752
		Jordan		-1.47	0.000
Human resources	Spain	United States		-0.18	0.090
		Germany		-0.35	0.759
		South Africa		-0.13	0.254
		France		0.03	0.899
		Jordan		-1.53	0.000
Human resources	South Africa	United States		-0.05	0.695
		Germany		0.08	0.677
		Spain		0.13	0.254
		France		0.16	0.465
		Jordan		-1.40	0.000
Human resources	France	United States		-0.20	0.330
		Germany		-0.08	0.752
		Spain		-0.03	0.899
		South Africa		-0.16	0.465
		Jordan		-1.55	0.000
Human resources	Jordan	United States		1.35	0.000
		Germany		1.47	0.000
		Spain		1.53	0.000
		South Africa		1.40	0.000
		France		1.55	0.000
Seniorexecutives	United States	Germany		-1.41	0.000
		Spain		-0.11	0.376
		South Africa		-0.44	0.002
		France		-0.08	0.735
		Jordan		-0.53	0.000
Seniorexecutives	Germany	United States		1.41	0.000
		Spain		1.30	0.000
		South Africa		0.96	0.000

Leadership across Differences

		France	1.33	0.000
		Jordan	0.87	0.000
Seniorexecutives	Spain	United States	0.11	0.376
		Germany	-1.30	0.000
		South Africa	-0.34	0.011
		France	0.03	0.913
		Jordan	-0.43	0.001
Seniorexecutives	South Africa	United States	0.44	0.002
		Germany	-0.96	0.000
		Spain	0.34	0.011
		France	0.36	0.140
		Jordan	-0.09	0.534
Seniorexecutives	France	United States	0.08	0.735
		Germany	-1.33	0.000
		Spain	-0.03	0.913
		South Africa	-0.36	0.140
		Jordan	-0.45	0.063
Seniorexecutives	Jordan	United States	0.53	0.000
		Germany	-0.87	0.000
		Spain	0.43	0.001
		South Africa	0.09	0.534
		France	0.45	0.063
Immediate supervisor (\$)	United States	Germany	-1.20	0.000
		Spain	-0.16	0.074
		South Africa	-0.27	0.008
		France	-0.20	0.252
		Jordan	-0.40	0.000
Immediate supervisor (\$)	Germany	United States	1.20	0.000
		Spain	1.04	0.000
		South Africa	0.93	0.000
		France	1.00	0.000
		Jordan	0.79	0.000
Immediate supervisor (\$)	Spain	United States	0.16	0.074
		Germany	-1.04	0.000
		South Africa	-0.11	0.236
		France	-0.04	0.802
		Jordan	-0.25	0.008
Immediate supervisor (\$)	South Africa	United States	0.27	0.008
		Germany	-0.93	0.000
		Spain	0.11	0.236
		France	0.07	0.692
		Jordan	-0.14	0.204

Leadership across Differences

Immediate supervisor(s)	France	United States	0.20	0.252
		Germany	-1.00	0.000
		Spain	0.04	0.802
		South Africa	-0.07	0.692
		Jordan	-0.21	0.244
Immediate supervisor(s)	Jordan	United States	0.40	0.000
		Germany	-0.79	0.000
		Spain	0.25	0.008
		South Africa	0.14	0.204
		France	0.21	0.244
A spokesperson for the men	United States	Germany	0.26	0.306
		Spain	0.25	0.093
		South Africa	0.41	0.018
		France	0.07	0.808
		Jordan	0.32	0.058
A spokesperson for the men	Germany	United States	-0.26	0.306
		Spain	-0.01	0.972
		South Africa	0.15	0.566
		France	-0.18	0.613
		Jordan	0.07	0.801
A spokesperson for the men	Spain	United States	-0.25	0.093
		Germany	0.01	0.972
		South Africa	0.16	0.328
		France	-0.17	0.560
		Jordan	0.07	0.644
A spokesperson for the men	South Africa	United States	-0.41	0.018
		Germany	-0.15	0.566
		Spain	-0.16	0.328
		France	-0.33	0.287
		Jordan	-0.08	0.644
A spokesperson for the men	France	United States	-0.07	0.808
		Germany	0.18	0.613
		Spain	0.17	0.560
		South Africa	0.33	0.287
		Jordan	0.25	0.424
A spokesperson for the men	Jordan	United States	-0.32	0.058
		Germany	-0.07	0.801
		Spain	-0.07	0.644
		South Africa	0.08	0.644
		France	-0.25	0.424
A spokesperson for the women	United States	Germany	0.46	0.066

Leadership across Differences

		Spain	0.42	0.005
		South Africa	0.54	0.002
		France	-0.02	0.944
		Jordan	0.39	0.022
A spokesperson for the women	Germany	United States	-0.46	0.066
		Spain	-0.05	0.844
		South Africa	0.07	0.785
		France	-0.49	0.181
		Jordan	-0.07	0.779
A spokesperson for the women	Spain	United States	-0.42	0.005
		Germany	0.05	0.844
		South Africa	0.12	0.461
		France	-0.44	0.145
		Jordan	-0.02	0.878
A spokesperson for the women	South Africa	United States	-0.54	0.002
		Germany	-0.07	0.785
		Spain	-0.12	0.461
		France	-0.56	0.075
		Jordan	-0.14	0.430
A spokesperson for the women	France	United States	0.02	0.944
		Germany	0.49	0.181
		Spain	0.44	0.145
		South Africa	0.56	0.075
		Jordan	0.41	0.186
A spokesperson for the women	Jordan	United States	-0.39	0.022
		Germany	0.07	0.779
		Spain	0.02	0.878
		South Africa	0.14	0.430
		France	-0.41	0.186
Others in the department or t organization	United States	Germany	-0.49	0.029
		Spain	-0.10	0.470
		South Africa	-0.24	0.109
		France	-0.12	0.656
		Jordan	-0.70	0.000
Others in the department or t organization	Germany	United States	0.49	0.029
		Spain	0.40	0.069
		South Africa	0.25	0.280
		France	0.37	0.246
		Jordan	-0.21	0.370
Others in the department or th organization	Spain	United States	0.10	0.470

Leadership across Differences

		Germany	-0.40	0.069
		South Africa	-0.15	0.298
		France	-0.03	0.924
		Jordan	-0.61	0.000
Others in the department or t organization	South Africa	United States	0.24	0.109
		Germany	-0.25	0.280
		Spain	0.15	0.298
		France	0.12	0.655
		Jordan	-0.46	0.004
Others in the department or t organization	France	United States	0.12	0.656
		Germany	-0.37	0.246
		Spain	0.03	0.924
		South Africa	-0.12	0.655
		Jordan	-0.58	0.035
Others in the department or t organization	Jordan	United States	0.70	0.000
		Germany	0.21	0.370
		Spain	0.61	0.000
		South Africa	0.46	0.004
		France	0.58	0.035
The union	United States	Germany	-0.65	0.011
		Spain	0.28	0.069
		South Africa	-0.05	0.768
		France	-0.46	0.120
		Jordan	-0.61	0.000
The union	Germany	United States	0.65	0.011
		Spain	0.93	0.000
		South Africa	0.60	0.022
		France	0.19	0.593
		Jordan	0.05	0.854
The union	Spain	United States	-0.28	0.069
		Germany	-0.93	0.000
		South Africa	-0.33	0.044
		France	-0.74	0.011
		Jordan	-0.88	0.000
The union	South Africa	United States	0.05	0.768
		Germany	-0.60	0.022
		Spain	0.33	0.044
		France	-0.41	0.175
		Jordan	-0.55	0.003
The union	France	United States	0.46	0.120

Leadership across Differences

		Ger many	-0.19	0.593
		Spain	0.74	0.011
		South Africa	0.41	0.175
		Jor dan	-0.14	0.638
The union	Jor dan	United States	0.61	0.000
		Ger many	-0.05	0.854
		Spain	0.88	0.000
		South Africa	0.55	0.003
		France	0.14	0.638
An external consultant	United States	Ger many	0.39	0.114
		Spain	-0.27	0.057
		South Africa	-0.15	0.357
		France	-0.16	0.578
		Jor dan	-0.75	0.000
An external consultant	Ger many	United States	-0.39	0.114
		Spain	-0.66	0.006
		South Africa	-0.54	0.032
		France	-0.54	0.112
		Jor dan	-1.13	0.000
An external consultant	Spain	United States	0.27	0.057
		Ger many	0.66	0.006
		South Africa	0.12	0.441
		France	0.11	0.681
		Jor dan	-0.47	0.002
An external consultant	South Africa	United States	0.15	0.357
		Ger many	0.54	0.032
		Spain	-0.12	0.441
		France	-0.01	0.985
		Jor dan	-0.59	0.001
An external consultant	France	United States	0.16	0.578
		Ger many	0.54	0.112
		Spain	-0.11	0.681
		South Africa	0.01	0.985
		Jor dan	-0.59	0.044
An external consultant	Jor dan	United States	0.75	0.000
		Ger many	1.13	0.000
		Spain	0.47	0.002
		South Africa	0.59	0.001
		France	0.59	0.044
The government	United States	Ger many	-0.35	0.089
		Spain	0.21	0.087
		South Africa	0.34	0.018

Leadership across Differences

		France	-0.09	0.702
		Jordan	0.47	0.001
The government	Germany	United States	0.35	0.089
		Spain	0.56	0.006
		South Africa	0.69	0.001
		France	0.26	0.372
		Jordan	0.82	0.000
The government	Spain	United States	-0.21	0.087
		Germany	-0.56	0.006
		South Africa	0.13	0.341
		France	-0.30	0.206
		Jordan	0.26	0.051
The government	South Africa	United States	-0.34	0.018
		Germany	-0.69	0.001
		Spain	-0.13	0.341
		France	-0.43	0.085
		Jordan	0.13	0.379
The government	France	United States	0.09	0.702
		Germany	-0.26	0.372
		Spain	0.30	0.206
		South Africa	0.43	0.085
		Jordan	0.56	0.024
The government	Jordan	United States	-0.47	0.001
		Germany	-0.82	0.000
		Spain	-0.26	0.051
		South Africa	-0.13	0.379
		France	-0.56	0.024
An advocacy group	United States	Germany	0.40	0.079
		Spain	0.70	0.000
		South Africa	0.28	0.067
		France	-0.49	0.064
		Jordan	0.13	0.385
An advocacy group	Germany	United States	-0.40	0.079
		Spain	0.30	0.170
		South Africa	-0.12	0.607
		France	-0.89	0.005
		Jordan	-0.27	0.251
An advocacy group	Spain	United States	-0.70	0.000
		Germany	-0.30	0.170
		South Africa	-0.42	0.003
		France	-1.19	0.000
		Jordan	-0.57	0.000

Leadership across Differences

An advocacy group	South Africa	United States	-0.28	0.067
		Germany	0.12	0.607
		Spain	0.42	0.003
		France	-0.77	0.005
		Jordan	-0.15	0.360
An advocacy group	France	United States	0.49	0.064
		Germany	0.89	0.005
		Spain	1.19	0.000
		South Africa	0.77	0.005
		Jordan	0.62	0.022
An advocacy group	Jordan	United States	-0.13	0.385
		Germany	0.27	0.251
		Spain	0.57	0.000
		South Africa	0.15	0.360
		France	-0.62	0.022
A professional organization for employees	United States	Germany	-0.03	0.883
		Spain	0.08	0.570
		South Africa	0.18	0.278
		France	-0.21	0.452
		Jordan	0.06	0.725
A professional organization for employees	Germany	United States	0.03	0.883
		Spain	0.11	0.619
		South Africa	0.21	0.389
		France	-0.17	0.601
		Jordan	0.09	0.707
A professional organization for employees	Spain	United States	-0.08	0.570
		Germany	-0.11	0.619
		South Africa	0.10	0.528
		France	-0.29	0.288
		Jordan	-0.02	0.878
A professional organization for employees	South Africa	United States	-0.18	0.278
		Germany	-0.21	0.389
		Spain	-0.10	0.528
		France	-0.38	0.175
		Jordan	-0.12	0.487
A professional organization for employees	France	United States	0.21	0.452
		Germany	0.17	0.601
		Spain	0.29	0.288

Leadership across Differences

		South Africa	0.38	0.175
		Jordan	0.27	0.348
A professional organization for employees	Jordan	United States	-0.06	0.725
		Germany	-0.09	0.707
		Spain	0.02	0.878
		South Africa	0.12	0.487
		France	-0.27	0.348
Respected community leader	United States	Germany	0.09	0.689
		Spain	0.64	0.000
		South Africa	0.35	0.023
		France	0.38	0.162
		Jordan	0.97	0.000
Respected community leaders	Germany	United States	-0.09	0.689
		Spain	0.55	0.012
		South Africa	0.26	0.268
		France	0.29	0.373
		Jordan	0.88	0.000
Respected community leader	Spain	United States	-0.64	0.000
		Germany	-0.55	0.012
		South Africa	-0.30	0.041
		France	-0.27	0.311
		Jordan	0.32	0.024
Respected community leaders	South Africa	United States	-0.35	0.023
		Germany	-0.26	0.268
		Spain	0.30	0.041
		France	0.03	0.919
		Jordan	0.62	0.000
Respected community leader	France	United States	-0.38	0.162
		Germany	-0.29	0.373
		Spain	0.27	0.311
		South Africa	-0.03	0.919
		Jordan	0.59	0.031
Respected community leaders	Jordan	United States	-0.97	0.000
		Germany	-0.88	0.000
		Spain	-0.32	0.024
		South Africa	-0.62	0.000
		France	-0.59	0.031
A mediator	United States	Germany	0.04	0.864
		Spain	0.06	0.680
		South Africa	0.36	0.031
		France	-0.01	0.964
		Jordan	-0.99	0.000

Leadership across Differences

A mediator	Germany	United States	-0.04	0.864
		Spain	0.02	0.941
		South Africa	0.32	0.209
		France	-0.05	0.874
		Jordan	-1.04	0.000
A mediator	Spain	United States	-0.06	0.680
		Germany	-0.02	0.941
		South Africa	0.30	0.057
		France	-0.07	0.797
		Jordan	-1.05	0.000
A mediator	South Africa	United States	-0.36	0.031
		Germany	-0.32	0.209
		Spain	-0.30	0.057
		France	-0.37	0.204
		Jordan	-1.35	0.000
A mediator	France	United States	0.01	0.964
		Germany	0.05	0.874
		Spain	0.07	0.797
		South Africa	0.37	0.204
		Jordan	-0.98	0.001
A mediator	Jordan	United States	0.99	0.000
		Germany	1.04	0.000
		Spain	1.05	0.000
		South Africa	1.35	0.000
		France	0.98	0.001
The board	United States	Germany	-0.90	0.001
		Spain	-0.13	0.400
		South Africa	-0.21	0.235
		France	-0.30	0.336
		Jordan	0.28	0.108
The board	Germany	United States	0.90	0.001
		Spain	0.77	0.003
		South Africa	0.69	0.012
		France	0.60	0.106
		Jordan	1.18	0.000
The board	Spain	United States	0.13	0.400
		Germany	-0.77	0.003
		South Africa	-0.08	0.624
		France	-0.17	0.578
		Jordan	0.41	0.013
The board	South Africa	United States	0.21	0.235

Leadership across Differences

		Ger many	-0.69	0.012
		Spain	0.08	0.624
		France	-0.09	0.782
		Jor dan	0.49	0.009
The board	France	United States	0.30	0.336
		Ger many	-0.60	0.106
		Spain	0.17	0.578
		South Africa	0.09	0.782
		Jor dan	0.58	0.066
The board	Jor dan	United States	-0.28	0.108
		Ger many	-1.18	0.000
		Spain	-0.41	0.013
		South Africa	-0.49	0.009
		France	-0.58	0.066
The men in the department	United States	Ger many	-0.46	0.064
		Spain	-0.20	0.169
		South Africa	0.01	0.967
		France	-0.43	0.140
		Jor dan	-0.91	0.000
The men in the department	Ger many	United States	0.46	0.064
		Spain	0.26	0.284
		South Africa	0.47	0.068
		France	0.03	0.926
		Jor dan	-0.45	0.077
The men in the department	Spain	United States	0.20	0.169
		Ger many	-0.26	0.284
		South Africa	0.21	0.189
		France	-0.23	0.425
		Jor dan	-0.71	0.000
The men in the department	South Africa	United States	-0.01	0.967
		Ger many	-0.47	0.068
		Spain	-0.21	0.189
		France	-0.44	0.142
		Jor dan	-0.92	0.000
The men in the department	France	United States	0.43	0.140
		Ger many	-0.03	0.926
		Spain	0.23	0.425
		South Africa	0.44	0.142
		Jor dan	-0.48	0.102
The men in the department	Jor dan	United States	0.91	0.000
		Ger many	0.45	0.077
		Spain	0.71	0.000

Leadership across Differences

		South Africa	0.92	0.000
		France	0.48	0.102
The women in the department	United States	Germany	-0.26	0.281
		Spain	-0.08	0.576
		South Africa	0.10	0.555
		France	-0.56	0.052
		Jordan	-0.83	0.000
The women in the department	Germany	United States	0.26	0.281
		Spain	0.18	0.442
		South Africa	0.36	0.152
		France	-0.29	0.394
		Jordan	-0.57	0.024
The women in the department	Spain	United States	0.08	0.576
		Germany	-0.18	0.442
		South Africa	0.18	0.254
		France	-0.43	0.090
		Jordan	-0.75	0.000
The women in the department	South Africa	United States	-0.10	0.555
		Germany	-0.36	0.152
		Spain	-0.18	0.254
		France	-0.66	0.026
		Jordan	-0.93	0.000
The women in the department	France	United States	0.56	0.052
		Germany	0.29	0.394
		Spain	0.48	0.090
		South Africa	0.66	0.026
		Jordan	-0.28	0.343
The women in the department	Jordan	United States	0.83	0.000
		Germany	0.57	0.024
		Spain	0.75	0.000
		South Africa	0.93	0.000
		France	0.28	0.343
The individuals directly involved in the situation	United States	Germany	-0.19	0.315
		Spain	-0.32	0.003
		South Africa	-0.08	0.540
		France	-0.27	0.210
		Jordan	-0.75	0.000
The individuals directly involved in the situation	Germany	United States	0.19	0.315
		Spain	-0.13	0.464
		South Africa	0.11	0.564
		France	-0.08	0.750

Leadership across Differences

		Jor dan	-0.56	0.003
The individual s directly invc in the situation	Spain	United States	0.32	0.003
		Ger many	0.13	0.464
		South Afr ica	0.24	0.038
		Fr ance	0.05	0.813
		Jor dan	-0.43	0.000
The individual s directly invc in the situation	South Afr ica	United States	0.08	0.540
		Ger many	-0.11	0.564
		Spain	-0.24	0.038
		Fr ance	-0.19	0.379
		Jor dan	-0.67	0.000
The individual s directly invc in the situation	Fr ance	United States	0.27	0.210
		Ger many	0.08	0.750
		Spain	-0.05	0.813
		South Afr ica	0.19	0.379
		Jor dan	-0.48	0.030
The individual s directly invc in the situation	Jor dan	United States	0.75	0.000
		Ger many	0.56	0.003
		Spain	0.43	0.000
		South Afr ica	0.67	0.000
		Fr ance	0.48	0.030
A respected religious leader	United States	Ger many	-0.14	0.506
		Spain	-0.13	0.293
		South Afr ica	0.26	0.060
		Fr ance	-0.04	0.869
		Jor dan	0.99	0.000
A respected religious leader	Ger many	United States	0.14	0.506
		Spain	0.01	0.964
		South Afr ica	0.40	0.059
		Fr ance	0.10	0.736
		Jor dan	1.12	0.000
A respected religious leader	Spain	United States	0.13	0.293
		Ger many	-0.01	0.964
		South Afr ica	0.39	0.003
		Fr ance	0.09	0.708
		Jor dan	1.11	0.000
A respected religious leader	South Afr ica	United States	-0.26	0.060
		Ger many	-0.40	0.059
		Spain	-0.39	0.003

Leadership across Differences

		France	-0.30	0.218
		Jordan	0.72	0.000
A respected religious leader	France	United States	0.04	0.869
		Germany	-0.10	0.736
		Spain	-0.09	0.708
		South Africa	0.30	0.218
		Jordan	1.03	0.000
A respected religious leader	Jordan	United States	-0.99	0.000
		Germany	-1.12	0.000
		Spain	-1.11	0.000
		South Africa	-0.72	0.000
		France	-1.03	0.000
A lawyer, legal office, or legal counsel	United States	Germany	-1.20	0.000
		Spain	-1.00	0.000
		South Africa	-0.60	0.000
		France	-0.59	0.047
		Jordan	-1.16	0.000
A lawyer, legal office, or legal counsel	Germany	United States	1.20	0.000
		Spain	0.20	0.415
		South Africa	0.61	0.021
		France	0.62	0.083
		Jordan	0.04	0.870
A lawyer, legal office, or legal counsel	Spain	United States	1.00	0.000
		Germany	-0.20	0.415
		South Africa	0.40	0.011
		France	0.42	0.150
		Jordan	-0.16	0.311
A lawyer, legal office, or legal counsel	South Africa	United States	0.60	0.000
		Germany	-0.61	0.021
		Spain	-0.40	0.011
		France	0.01	0.966
		Jordan	-0.56	0.002
A lawyer, legal office, or legal counsel	France	United States	0.59	0.047
		Germany	-0.62	0.083
		Spain	-0.42	0.150
		South Africa	-0.01	0.966
		Jordan	-0.58	0.056
A lawyer, legal office, or legal counsel	Jordan	United States	1.16	0.000

Leadership across Differences

Germany	-0.04	0.870
Spain	0.16	0.311
South Africa	0.56	0.002
France	0.58	0.056

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

Religion Scenario

Data collected in response to the religion scenario can be organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should be involved in the situation. The results shared in this section are in response to following scenario:

An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.

Seriousness

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 8. The table also includes the standard deviation and t-statistic (*indicates $p < 0.05$, **indicates $p < 0.01$, ***indicates $p < 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with anchors as follows: 1 = No action is needed, 2 = Possibly take action, and 3 = Definitely take action.

Table 8. Mean Ratings of Seriousness and Whether Action Should Be Taken

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	2189	2.29	0.61	24.79***
	United States	795	2.44	0.59	
	Germany	184	2.12	0.59	
	Spain	192	1.92	0.61	
	South Africa	105	2.35	0.62	
	France	132	2.09	0.59	
	Singapore	123	2.13	0.57	
	India	171	2.27	0.60	
	Jordan	110	2.05	0.61	
	Japan	189	2.53	0.52	
	Scotland	188	2.36	0.54	
Please tell us if you think action should be taken.	TOTAL	2189	2.54	0.56	10.97***
	United States	795	2.63	0.55	
	Germany	184	2.47	0.54	
	Spain	192	2.36	0.55	
	South Africa	106	2.52	0.54	
	France	130	2.55	0.54	
	Singapore	122	2.25	0.61	
	India	171	2.53	0.59	
	Jordan	110	2.36	0.55	
	Japan	192	2.64	0.50	
	Scotland	187	2.63	0.51	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences technique. The results from these comparisons are presented in Table 9.

Table 9. Post Hoc Tests of Religion Scenario Seriousness Questions between Countries

Question	Country (I)	Comparison Country (J)	Mean	Sig.
			Difference (I-J)	
How serious do you think this situation could become?	United States	Germany	0.32	0.000
		Spain	0.52	0.000
		South Africa	0.08	0.173
		France	0.34	0.000
		Singapore	0.31	0.000
		India	0.16	0.001
		Jordan	0.39	0.000

Leadership across Differences

		Japan	-0.10	0.037
		Scotland	0.07	0.122
How serious do you think this situation could become?	Germany	United States	-0.32	0.000
		Spain	0.20	0.001
		South Africa	-0.23	0.001
		France	0.03	0.668
		Singapore	-0.01	0.878
		India	-0.16	0.013
		Jordan	0.07	0.294
		Japan	-0.41	0.000
		Scotland	-0.24	0.000
How serious do you think this situation could become?	Spain	United States	-0.52	0.000
		Germany	-0.20	0.001
		South Africa	-0.44	0.000
		France	-0.17	0.009
		Singapore	-0.21	0.002
		India	-0.36	0.000
		Jordan	-0.13	0.066
		Japan	-0.62	0.000
		Scotland	-0.45	0.000
How serious do you think this situation could become?	South Africa	United States	-0.08	0.173
		Germany	0.23	0.001
		Spain	0.44	0.000
		France	0.26	0.001
		Singapore	0.22	0.004
		India	0.08	0.286
		Jordan	0.31	0.000
		Japan	-0.18	0.011
		Scotland	-0.01	0.896
How serious do you think this situation could become?	France	United States	-0.34	0.000
		Germany	-0.03	0.668
		Spain	0.17	0.009
		South Africa	-0.26	0.001
		Singapore	-0.04	0.594
		India	-0.18	0.007
		Jordan	0.05	0.548
		Japan	-0.44	0.000
		Scotland	-0.27	0.000
How serious do you think this situation could become?	Singapore	United States	-0.31	0.000
		Germany	0.01	0.878
		Spain	0.21	0.002

Leadership across Differences

		South Africa	-0.22	0.004
		France	0.04	0.594
		India	-0.14	0.037
		Jordan	0.08	0.271
		Japan	-0.40	0.000
		Scotland	-0.23	0.001
How serious do you think this situation could become?	India	United States	-0.16	0.001
		Germany	0.16	0.013
		Spain	0.36	0.000
		South Africa	-0.08	0.286
		France	0.18	0.007
		Singapore	0.14	0.037
		Jordan	0.23	0.001
		Japan	-0.26	0.000
		Scotland	-0.09	0.161
How serious do you think this situation could become?	Jordan	United States	-0.39	0.000
		Germany	-0.07	0.294
		Spain	0.13	0.066
		South Africa	-0.31	0.000
		France	-0.05	0.548
		Singapore	-0.08	0.271
		India	-0.23	0.001
		Japan	-0.49	0.000
		Scotland	-0.32	0.000
How serious do you think this situation could become?	Japan	United States	0.10	0.037
		Germany	0.41	0.000
		Spain	0.62	0.000
		South Africa	0.18	0.011
		France	0.44	0.000
		Singapore	0.40	0.000
		India	0.26	0.000
		Jordan	0.49	0.000
		Scotland	0.17	0.004
How serious do you think this situation could become?	Scotland	United States	-0.07	0.122
		Germany	0.24	0.000
		Spain	0.45	0.000
		South Africa	0.01	0.896
		France	0.27	0.000
		Singapore	0.23	0.001
		India	0.09	0.161
		Jordan	0.32	0.000
		Japan	-0.17	0.004

Leadership across Differences

Please tell us if you think an action should be taken.

United States	Germany	0.15	0.001
	Spain	0.27	0.000
	South Africa	0.11	0.060
	France	0.07	0.168
	Singapore	0.37	0.000
	India	0.10	0.032
	Jordan	0.26	0.000
	Japan	-0.01	0.815
	Scotland	0.00	0.991

Please tell us if you think an action should be taken.

Germany	United States	-0.15	0.001
	Spain	0.11	0.044
	South Africa	-0.05	0.490
	France	-0.08	0.196
	Singapore	0.22	0.001
	India	-0.05	0.357
	Jordan	0.11	0.097
	Japan	-0.15	0.004
	Scotland	-0.15	0.007

Please tell us if you think an action should be taken.

Spain	United States	-0.27	0.000
	Germany	-0.11	0.044
	South Africa	-0.16	0.016
	France	-0.19	0.002
	Singapore	0.11	0.096
	India	-0.17	0.004
	Jordan	0.00	0.948
	Japan	-0.28	0.000
	Scotland	-0.27	0.000

Please tell us if you think an action should be taken.

South Africa	United States	-0.11	0.060
	Germany	0.05	0.490
	Spain	0.16	0.016
	France	-0.03	0.625
	Singapore	0.26	0.000
	India	-0.01	0.912
	Jordan	0.16	0.037
	Japan	-0.12	0.078
	Scotland	-0.11	0.108

Please tell us if you think an action should be taken.

France	United States	-0.07	0.168
	Germany	0.08	0.196
	Spain	0.19	0.002
	South Africa	0.03	0.625
	Singapore	0.30	0.000
	India	0.03	0.665

Leadership across Differences

		Jordan	0.19	0.007
		Japan	-0.08	0.189
		Scotland	-0.07	0.250
Please tell us if you think an action should be taken.	Singapore	United States	-0.37	0.000
		Germany	-0.22	0.001
		Spain	-0.11	0.096
		South Africa	-0.26	0.000
		France	-0.30	0.000
		India	-0.27	0.000
		Jordan	-0.11	0.127
		Japan	-0.38	0.000
		Scotland	-0.37	0.000
Please tell us if you think an action should be taken.	India	United States	-0.10	0.032
		Germany	0.05	0.357
		Spain	0.17	0.004
		South Africa	0.01	0.912
		France	-0.03	0.665
		Singapore	0.27	0.000
		Jordan	0.16	0.015
		Japan	-0.11	0.058
		Scotland	-0.10	0.086
Please tell us if you think an action should be taken.	Jordan	United States	-0.26	0.000
		Germany	-0.11	0.097
		Spain	0.00	0.948
		South Africa	-0.16	0.037
		France	-0.19	0.007
		Singapore	0.11	0.127
		India	-0.16	0.015
		Japan	-0.27	0.000
		Scotland	-0.26	0.000
Please tell us if you think an action should be taken.	Japan	United States	0.01	0.815
		Germany	0.16	0.004
		Spain	0.28	0.000
		South Africa	0.12	0.078
		France	0.08	0.189
		Singapore	0.38	0.000
		India	0.11	0.058
		Jordan	0.27	0.000
		Scotland	0.01	0.862
Please tell us if you think an action should be taken.	Scotland	United States	0.00	0.991
		Germany	0.15	0.007

Spain	0.27	0.000
South Africa	0.11	0.108
France	0.07	0.250
Singapore	0.37	0.000
India	0.10	0.086
Jordan	0.26	0.000
Japan	-0.01	0.862

Helpful and Harmful Responses

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 10. The table also includes the standard deviations and the F -indicates $p < 0.05$, **indicates $p < 0.01$, ***indicates $p < 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. The ratings were made on a five-point scale where 1=Very helpful, 2=Somewhat helpful, 3=Neither helpful nor harmful, 4=Somewhat harmful, and 5=Harmful.

Table 10. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Religion Scenario

Question	Country	N	Mean	sd	F
Conduct an investigation to identify the people who are creating the tension.	TOTAL	2106	2.23	1.11	9.54***
	United States	761	2.29	1.14	
	Germany	181	2.61	1.14	
	Spain	191	2.34	1.06	
	South Africa	106	1.95	1.08	
	France	121	2.43	1.15	
	Singapore	120	2.08	0.85	
	India	170	2.26	1.33	
	Jordan	110	1.58	0.76	
	Japan	187	2.01	0.97	
	Scotland	159	2.23	1.04	
Establish a task force to make recommendations for addressing the situation.	TOTAL	604	2.31	1.05	3.96**
	United States	142	2.48	1.18	
	Germany	35	2.34	0.64	
	Spain	189	2.43	1.06	
	South Africa	105	2.04	0.99	
	France	24	2.46	1.18	

Leadership across Differences

	Jordan	109	2.07	0.90	
Call a meeting of the parties involved to get the facts.	TOTAL	2102	2.05	1.05	9.43***
	United States	758	2.13	1.09	
	Germany	180	2.06	0.99	
	Spain	191	2.13	0.99	
	South Africa	106	1.60	0.75	
	France	122	2.02	0.97	
	Singapore	120	2.00	0.90	
	India	170	2.50	1.39	
	Jordan	109	1.80	0.83	
	Japan	187	1.75	0.90	
	Scotland	159	1.91	0.89	
Talk informally to a few people to find out more about what is going on.	TOTAL	2108	2.29	1.01	6.72***
	United States	761	2.23	0.99	
	Germany	181	2.45	1.13	
	Spain	189	2.46	1.06	
	South Africa	106	2.16	0.93	
	France	121	2.70	1.17	
	Singapore	120	1.96	0.70	
	India	171	2.48	1.21	
	Jordan	109	2.20	0.92	
	Japan	187	2.13	0.91	
	Scotland	163	2.21	0.85	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	2102	2.09	0.98	6.62***
	United States	761	2.05	0.94	
	Germany	181	2.31	0.90	
	Spain	191	2.26	0.90	
	South Africa	106	2.07	1.11	
	France	120	1.94	0.95	
	Singapore	120	1.82	0.78	
	India	167	2.45	1.41	
	Jordan	109	1.91	1.03	
	Japan	187	1.96	0.87	
	Scotland	160	2.09	0.82	
Let the situation play itself out; do nothing.	TOTAL	2099	4.27	0.99	26.71***
	United States	758	4.40	0.85	
	Germany	181	4.43	0.86	
	Spain	191	4.36	0.79	
	South Africa	106	4.59	0.70	
	France	121	4.60	0.64	
	Singapore	120	3.69	1.08	

Leadership across Differences

	India	168	3.49	1.60	
	Jordan	107	3.86	1.18	
	Japan	187	4.48	0.80	
	Scotland	160	4.23	0.88	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.					
	TOTAL	2100	4.38	0.97	72.43***
	United States	763	4.69	0.66	
	Germany	180	4.67	0.68	
	Spain	189	4.52	0.73	
	South Africa	106	4.56	0.92	
	France	123	4.63	0.68	
	Singapore	118	3.69	1.04	
	India	165	3.25	1.42	
	Jordan	107	3.46	1.18	
	Japan	186	4.22	0.94	
	Scotland	163	4.58	0.71	
Punish anyone who disrupts the work because of this situation					
	TOTAL	2094	3.76	1.21	41.88***
	United States	759	3.92	1.18	
	Germany	181	4.31	0.92	
	Spain	190	3.93	0.95	
	South Africa	106	4.04	1.17	
	France	120	3.87	1.14	
	Singapore	116	3.31	1.15	
	India	166	2.80	1.31	
	Jordan	108	2.44	1.13	
	Japan	186	3.80	1.02	
	Scotland	162	4.07	1.01	
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.					
	TOTAL	2092	2.18	1.07	13.15***
	United States	756	2.29	1.11	
	Germany	181	1.85	0.75	
	Spain	190	2.18	0.95	
	South Africa	106	1.70	0.93	
	France	120	2.53	1.20	
	Singapore	118	1.83	0.74	
	India	169	2.56	1.44	
	Jordan	106	1.87	0.90	
	Japan	187	2.32	1.00	
	Scotland	159	1.98	0.83	
Encourage debate and discuss about what happened.					
	TOTAL	599	2.46	1.16	3.92**
	United States	140	2.45	1.23	

Leadership across Differences

	Germany	35	2.34	0.87	
	Spain	188	2.49	1.07	
	South Africa	106	2.10	1.11	
	France	24	2.79	1.14	
	Jordan	106	2.75	1.29	
Discourage those who are disgruntled from expressing dissatisfaction with the situation.					
	TOTAL	2091	3.98	1.12	58.56***
	United States	754	4.24	0.95	
	Germany	180	4.26	1.07	
	Spain	190	4.38	0.69	
	South Africa	106	4.11	0.94	
	France	122	4.25	0.87	
	Singapore	118	3.11	1.15	
	India	167	3.10	1.39	
	Jordan	110	2.65	1.21	
	Japan	185	3.86	1.00	
	Scotland	159	4.21	0.91	
Ask coworkers of the religious group members who are upset to try to get them calmed down.					
	TOTAL	2085	3.24	1.21	55.62***
	United States	755	3.69	1.16	
	Germany	180	3.27	1.09	
	Spain	191	2.75	1.02	
	South Africa	106	2.98	1.27	
	France	119	3.30	1.09	
	Singapore	118	2.36	0.86	
	India	165	2.60	1.08	
	Jordan	109	1.95	0.86	
	Japan	183	3.50	1.00	
	Scotland	159	3.71	1.06	
Inform the media about what is going on. ^a					
	TOTAL	557	4.57	0.81	12.76***
	United States	142	4.73	0.73	
	Germany	34	4.68	0.84	
	Spain	191	4.55	0.68	
	South Africa	58	4.91	0.34	
	France	23	4.83	0.58	
	Jordan	109	4.09	1.07	
Redesign the work so that members of different religious groups will no longer have to interact with one another.					
	TOTAL	2095	4.23	1.07	61.99***
	United States	757	4.57	0.74	
	Germany	181	4.49	0.65	
	Spain	190	4.56	0.65	
	South Africa	106	4.23	1.08	
	France	120	4.48	0.79	

Leadership across Differences

	Singapore	118	3.54	1.15	
	India	166	3.25	1.59	
	Jordan	110	3.55	1.31	
	Japan	186	3.55	1.23	
	Scotland	161	4.60	0.68	
Direct employees to stop the gossip and informal conversations.	TOTAL	2097	3.05	1.22	30.90***
	United States	758	3.06	1.23	
	Germany	180	3.45	1.18	
	Spain	192	3.49	1.04	
	South Africa	106	2.88	1.19	
	France	119	3.39	1.21	
	Singapore	117	2.47	0.94	
	India	167	2.76	1.15	
	Jordan	110	1.70	0.66	
	Japan	187	3.17	1.13	
	Scotland	161	3.45	1.11	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	TOTAL	2095	1.95	0.92	11.13***
	United States	760	1.91	0.92	
	Germany	180	1.79	0.71	
	Spain	191	1.97	0.83	
	South Africa	106	1.70	0.76	
	France	119	2.19	0.91	
	Singapore	117	1.77	0.71	
	India	168	2.52	1.39	
	Jordan	107	2.00	0.86	
	Japan	186	1.84	0.80	
	Scotland	161	1.89	0.72	
Insist that this person apologize to those who received the email.	TOTAL	2093	2.81	1.16	9.94***
	United States	755	2.96	1.18	
	Germany	180	2.72	1.32	
	Spain	191	2.64	1.05	
	South Africa	106	2.39	1.07	
	France	120	2.21	0.98	
	Singapore	118	2.74	1.01	
	India	167	2.69	1.17	
	Jordan	110	2.66	1.21	
	Japan	185	3.15	1.09	
	Scotland	161	2.98	1.12	
Take legal action against the person who sent the email immediately.	TOTAL	603	4.05	1.13	46.76***

Leadership across Differences

	United States	141	4.61	0.79	
	Germany	34	4.06	1.13	
	Spain	189	4.24	0.74	
	South Africa	105	4.16	1.13	
	France	24	4.25	0.74	
	Jordan	110	2.83	1.28	
Apologize to those who were offended.	TOTAL	2089	2.36	1.03	12.68***
	United States	755	2.22	1.00	
	Germany	180	2.67	1.07	
	Spain	189	2.23	0.86	
	South Africa	106	1.98	1.15	
	France	120	2.22	0.95	
	Singapore	118	2.39	0.91	
	India	166	2.54	1.09	
	Jordan	108	2.27	1.15	
	Japan	187	2.91	0.99	
	Scotland	160	2.36	0.97	
Appoint a qualified person for this woman's religious group to a supervisory job.	TOTAL	601	3.65	1.09	26.72***
	United States	139	3.88	1.02	
	Germany	35	3.49	0.85	
	Spain	190	3.85	0.85	
	South Africa	103	3.93	1.06	
	France	24	4.17	0.92	
	Jordan	110	2.70	1.13	
Initiate team building exercise for members of different religious groups.	TOTAL	2081	2.16	1.03	7.99***
	United States	747	2.11	0.99	
	Germany	179	2.09	0.89	
	Spain	190	2.34	0.97	
	South Africa	106	2.18	1.07	
	France	120	2.56	1.15	
	Singapore	118	1.81	0.75	
	India	165	2.48	1.44	
	Jordan	109	1.84	0.86	
	Japan	186	2.23	0.98	
	Scotland	161	2.03	0.86	
Initiate coaching for the women who sent the e-mail.	TOTAL	2078	2.44	1.07	28.19***
	United States	747	2.19	1.07	
	Germany	179	3.08	1.01	
	Spain	189	3.12	0.96	
	South Africa	106	2.72	1.07	
	France	119	2.49	1.01	

Leadership across Differences

	Singapore	118	2.31	0.84	
	India	166	2.45	0.99	
	Jordan	109	2.63	1.12	
	Japan	186	2.03	0.84	
	Scotland	159	2.28	0.96	
Develop a policy that threaten anyone with immediate termination for proselytizing					
	TOTAL	2083	3.28	1.29	17.61***
	United States	752	3.23	1.28	
	Germany	179	3.54	1.38	
	Spain	191	3.81	1.07	
	South Africa	106	3.97	1.22	
	France	118	2.97	1.24	
	Singapore	118	3.12	1.13	
	India	164	2.67	1.23	
	Jordan	109	2.85	1.30	
	Japan	186	3.02	1.28	
	Scotland	160	3.63	1.13	
Develop a policy that threaten anyone with legal action for proselytizing.					
	TOTAL	558	3.62	1.27	19.40***
	United States	140	3.94	1.17	
	Germany	35	3.86	1.33	
	Spain	191	3.81	1.04	
	South Africa	58	4.02	1.33	
	France	24	3.25	1.26	
	Jordan	110	2.67	1.25	
Establish an independent office to handle such incidents.					
	TOTAL	2076	2.62	1.12	16.41***
	United States	752	2.41	1.11	
	Germany	179	2.60	1.13	
	Spain	188	3.30	1.09	
	South Africa	106	2.97	1.21	
	France	118	3.00	1.15	
	Singapore	117	2.70	0.92	
	India	162	2.65	1.08	
	Jordan	108	2.59	1.20	
	Japan	184	2.27	0.95	
	Scotland	162	2.67	0.97	
Stop hiring so many people from this woman's religious group.					
	TOTAL	603	4.28	1.01	25.56***
	United States	141	4.68	0.75	
	Germany	34	4.15	1.05	
	Spain	190	4.45	0.72	
	South Africa	106	4.33	0.89	
	France	24	4.33	0.92	
	Jordan	108	3.43	1.32	

Leadership across Differences

Conduct a best practices survey to develop recommendations based on what other organizations do.

TOTAL	2069	2.07	0.93	8.35***
United States	751	1.97	0.90	
Germany	180	2.09	0.94	
Spain	182	2.30	0.90	
South Africa	106	2.00	0.83	
France	119	2.23	0.89	
Singapore	117	2.14	0.78	
India	165	2.44	1.22	
Jordan	109	2.28	1.00	
Japan	185	1.82	0.82	
Scotland	155	1.94	0.78	

Hold training programs to team members of different religious groups how to work together without disruption.

TOTAL	749	1.80	0.87	3.20**
United States	139	1.65	0.77	
Germany	179	1.96	0.97	
Spain	192	1.78	0.83	
South Africa	107	1.72	0.86	
France	23	2.17	1.07	
Jordan	109	1.73	0.83	

Hold training programs to team members of different religious groups how to show respect to one another in the workplace.

TOTAL	1332	1.93	0.99	10.94***
United States	614	1.81	0.93	
France	96	2.24	0.99	
Singapore	118	1.83	0.75	
India	165	2.37	1.41	
Japan	184	1.85	0.87	
Scotland	155	1.89	0.83	

Acknowledge the grievances those who were offended.

TOTAL	607	2.07	1.02	29.80***
United States	141	1.55	0.77	
Germany	35	1.80	0.76	
Spain	190	2.52	0.99	
South Africa	107	1.73	0.98	
France	24	3.25	1.03	
Jordan	110	2.11	0.91	

Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.

TOTAL	2081	2.37	1.13	10.32***

Leadership across Differences

United States	754	2.55	1.18
Germany	179	1.79	0.85
Spain	191	2.30	1.06
South Africa	107	2.25	1.11
France	119	2.20	1.00
Singapore	116	2.13	0.95
India	167	2.55	1.39
Jordan	109	2.12	1.10
Japan	183	2.54	0.93
Scotland	156	2.40	1.08

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

TOTAL	2081	2.18	0.96	7.27**
United States	755	2.28	0.94	
Germany	180	2.12	0.84	
Spain	190	1.97	0.76	
South Africa	107	1.93	0.84	
France	118	2.25	0.90	
Singapore	117	1.81	0.79	
India	165	2.26	1.48	
Jordan	109	1.90	0.82	
Japan	185	2.31	0.92	
Scotland	155	2.28	0.89	

Showcase areas of the organization where members of different religious groups work together effectively.

TOTAL	604	2.19	0.93	3.70**
United States	140	2.44	1.00	
Germany	35	2.34	0.91	
Spain	190	2.07	0.78	
South Africa	107	2.04	0.93	
France	23	2.04	0.82	
Jordan	109	2.22	1.04	

Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.

TOTAL	2087	2.47	1.14	18.62***
United States	752	2.54	1.12	
Germany	180	2.30	1.06	
Spain	191	2.78	1.04	
South Africa	107	2.33	1.22	
France	119	3.40	1.23	
Singapore	118	2.27	0.91	
India	167	2.40	1.30	
Jordan	108	1.80	0.90	
Japan	186	2.19	0.98	

Leadership across Differences

	Scotland	159	2.40	1.03	
Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.	TOTAL	2086	1.46	0.83	39.80***
	United States	750	1.26	0.62	
	Germany	180	1.35	0.62	
	Spain	192	1.40	0.60	
	South Africa	107	1.24	0.53	
	France	120	1.51	0.71	
	Singapore	118	1.70	0.80	
	India	166	2.46	1.58	
	Jordan	108	1.46	0.74	
	Japan	185	1.54	0.77	
	Scotland	160	1.36	0.61	
Develop policies and procedures to insure that all religious groups are treated equally.	TOTAL	2080	1.56	0.91	31.26***
	United States	747	1.33	0.68	
	Germany	177	1.59	0.74	
	Spain	191	1.50	0.68	
	South Africa	107	1.29	0.61	
	France	121	1.96	1.06	
	Singapore	116	1.67	0.71	
	India	169	2.44	1.68	
	Jordan	107	1.62	0.84	
	Japan	185	1.68	0.80	
	Scotland	160	1.36	0.76	
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	2083	1.69	0.93	26.29***
	United States	748	1.43	0.76	
	Germany	181	1.99	0.95	
	Spain	190	1.85	0.82	
	South Africa	107	1.58	0.84	
	France	121	1.74	0.87	
	Singapore	117	1.90	0.75	
	India	167	2.45	1.60	
	Jordan	108	1.74	0.79	
	Japan	185	1.64	0.77	
	Scotland	159	1.43	0.67	
Privately warn the woman who sent the email that this is unacceptable behavior.	TOTAL	2089	2.41	1.22	26.70***
	United States	754	2.24	1.18	
	Germany	175	3.51	1.29	

Leadership across Differences

Spain	190	2.49	1.12
South Africa	107	2.72	1.25
France	120	2.28	1.24
Singapore	118	2.47	1.00
India	169	2.67	1.30
Jordan	109	1.81	0.89
Japan	186	2.10	0.92
Scotland	161	2.29	1.10

Educate employees that religious proselytizing is unacceptable behavior in the workplace.

TOTAL	605	2.08	1.05	8.38***
United States	139	1.83	0.96	
Germany	35	2.17	1.10	
Spain	191	2.20	0.94	
South Africa	107	2.49	1.25	
France	24	1.42	0.65	
Jordan	109	1.89	1.02	

Note. ^aOnly participants from the United States, Germany, Spain, South Africa, and Jordan responded to these items.

^bOnly participants from the United States, France, Singapore, India, Spain, and Jordan responded to this item.

In order to further explore country differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 11.

Table 11. Post Hoc Tests of Religion Scenario Helpful and Harmful Responses between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify the people who are creating the tension.	United States	Germany	-0.32	0.000
		Spain	-0.04	0.646
		South Africa	0.34	0.003
		France	-0.14	0.206
		Singapore	0.21	0.050
		India	0.04	0.702
		Jordan	0.71	0.000
		Japan	0.28	0.002
		Scotland	0.06	0.518
Conduct an investigation to identify the people who are	Germany	United States	0.32	0.000

Leadership across Differences

creating the tension.

		Spain	0.28	0.014
		South Africa	0.66	0.000
		France	0.18	0.153
		Singapore	0.53	0.000
		India	0.35	0.002
		Jordan	1.03	0.000
		Japan	0.60	0.000
		Scotland	0.38	0.001
Conduct an investigation to identify the people who are creating the tension.	Spain	United States	0.04	0.646
		Germany	-0.28	0.014
		South Africa	0.38	0.004
		France	-0.09	0.456
		Singapore	0.25	0.048
		India	0.08	0.509
		Jordan	0.75	0.000
		Japan	0.32	0.004
		Scotland	0.10	0.384
Conduct an investigation to identify the people who are creating the tension.	South Africa	United States	-0.34	0.003
		Germany	-0.66	0.000
		Spain	-0.38	0.004
		France	-0.48	0.001
		Singapore	-0.13	0.371
		India	-0.31	0.024
		Jordan	0.37	0.013
		Japan	-0.06	0.664
		Scotland	-0.28	0.041
Conduct an investigation to identify the people who are creating the tension.	France	United States	0.14	0.206
		Germany	-0.18	0.153
		Spain	0.09	0.456
		South Africa	0.48	0.001
		Singapore	0.35	0.014
		India	0.17	0.189
		Jordan	0.85	0.000
		Japan	0.42	0.001
		Scotland	0.20	0.136
Conduct an investigation to identify the people who are creating the tension.	Singapore	United States	-0.21	0.050
		Germany	-0.53	0.000
		Spain	-0.25	0.048
		South Africa	0.13	0.371

Leadership across Differences

		France	-0.35	0.014
		India	-0.18	0.179
		Jordan	0.50	0.001
		Japan	0.07	0.570
		Scotland	-0.15	0.259
Conduct an investigation to identify the people who are creating the tension.	India	United States	-0.04	0.702
		Germany	-0.35	0.002
		Spain	-0.08	0.509
		South Africa	0.31	0.024
		France	-0.17	0.189
		Singapore	0.18	0.179
		Jordan	0.68	0.000
		Japan	0.25	0.032
		Scotland	0.03	0.829
Conduct an investigation to identify the people who are creating the tension.	Jordan	United States	-0.71	0.000
		Germany	-1.03	0.000
		Spain	-0.75	0.000
		South Africa	-0.37	0.013
		France	-0.85	0.000
		Singapore	-0.50	0.001
		India	-0.68	0.000
		Japan	-0.43	0.001
		Scotland	-0.65	0.000
Conduct an investigation to identify the people who are creating the tension.	Japan	United States	-0.28	0.002
		Germany	-0.60	0.000
		Spain	-0.32	0.004
		South Africa	0.06	0.664
		France	-0.42	0.001
		Singapore	-0.07	0.570
		India	-0.25	0.032
		Jordan	0.43	0.001
		Scotland	-0.22	0.060
Conduct an investigation to identify the people who are creating the tension.	Scotland	United States	-0.06	0.518
		Germany	-0.38	0.001
		Spain	-0.10	0.384
		South Africa	0.28	0.041
		France	-0.20	0.136
		Singapore	0.15	0.259
		India	-0.03	0.829
		Jordan	0.65	0.000

Leadership across Differences

	Japan	0.22	0.060
Establish a task force to make United States recommendations for addressing the situation.	Germany	0.14	0.488
	Spain	0.05	0.696
	South Africa	0.44	0.001
	France	0.02	0.929
	Jordan	0.41	0.002
Establish a task force to make Germany recommendations for addressing the situation.	United States	-0.14	0.488
	Spain	-0.09	0.634
	South Africa	0.30	0.133
	France	-0.12	0.675
	Jordan	0.27	0.182
Establish a task force to make Spain recommendations for addressing the situation.	United States	-0.05	0.696
	Germany	0.09	0.634
	South Africa	0.40	0.002
	France	-0.02	0.913
	Jordan	0.36	0.004
Establish a task force to make South Africa recommendations for addressing the situation.	United States	-0.44	0.001
	Germany	-0.30	0.133
	Spain	-0.40	0.002
	France	-0.42	0.074
	Jordan	-0.04	0.804
Establish a task force to make France recommendations for addressing the situation.	United States	-0.02	0.929
	Germany	0.12	0.675
	Spain	0.02	0.913
	South Africa	0.42	0.074
	Jordan	0.38	0.101
Establish a task force to make Jordan recommendations for addressing the situation.	United States	-0.41	0.002
	Germany	-0.27	0.182
	Spain	-0.36	0.004
	South Africa	0.04	0.804
	France	-0.38	0.101
Call a meeting of the parties involved to get the facts.	United States Germany	0.08	0.362

Leadership across Differences

		Spain	0.01	0.927
		South Africa	0.53	0.000
		France	0.11	0.278
		Singapore	0.13	0.187
		India	-0.37	0.000
		Jordan	0.34	0.001
		Japan	0.38	0.000
		Scotland	0.23	0.011
Call a meeting of parties involved to get the facts.	Germany	United States	-0.08	0.362
		Spain	-0.07	0.511
		South Africa	0.45	0.000
		France	0.03	0.797
		Singapore	0.06	0.646
		India	-0.44	0.000
		Jordan	0.26	0.039
		Japan	0.31	0.004
		Scotland	0.15	0.180
Call a meeting of the parties involved to get the facts.	Spain	United States	-0.01	0.927
		Germany	0.07	0.511
		South Africa	0.52	0.000
		France	0.10	0.396
		Singapore	0.13	0.294
		India	-0.37	0.001
		Jordan	0.33	0.008
		Japan	0.38	0.000
		Scotland	0.22	0.046
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.53	0.000
		Germany	-0.45	0.000
		Spain	-0.52	0.000
		France	-0.42	0.002
		Singapore	-0.40	0.004
		India	-0.90	0.000
		Jordan	-0.19	0.165
		Japan	-0.14	0.246
		Scotland	-0.30	0.019
Call a meeting of the parties involved to get the facts.	France	United States	-0.11	0.278
		Germany	-0.03	0.797
		Spain	-0.10	0.396
		South Africa	0.42	0.002
		Singapore	0.02	0.852
		India	-0.48	0.000
		Jordan	0.23	0.094
		Japan	0.28	0.021
		Scotland	0.12	0.336

Leadership across Differences

Call a meeting of the parties Singapore involved to get the facts.	United States	-0.13	0.187
	Germany	-0.06	0.646
	Spain	-0.13	0.294
	South Africa	0.40	0.004
	France	-0.02	0.852
	India	-0.50	0.000
	Jordan	0.20	0.137
	Japan	0.25	0.036
Call a meeting of the parties India involved to get the facts.	Scotland	0.09	0.447
	United States	0.37	0.000
	Germany	0.44	0.000
	Spain	0.37	0.001
	South Africa	0.90	0.000
	France	0.48	0.000
	Singapore	0.50	0.000
	Jordan	0.70	0.000
Call a meeting of the parties Jordan involved to get the facts.	Japan	0.75	0.000
	Scotland	0.59	0.000
	United States	-0.34	0.001
	Germany	-0.26	0.039
	Spain	-0.33	0.008
	South Africa	0.19	0.165
	France	-0.23	0.094
	Singapore	-0.20	0.137
Call a meeting of the parties Japan involved to get the facts.	India	-0.70	0.000
	Japan	0.05	0.689
	Scotland	-0.11	0.400
	United States	-0.38	0.000
	Germany	-0.31	0.004
	Spain	-0.38	0.000
	South Africa	0.14	0.246
	France	-0.28	0.021
Call a meeting of the parties Scotland involved to get the facts.	Singapore	-0.25	0.036
	India	-0.75	0.000
	Jordan	-0.05	0.689
	Scotland	-0.16	0.156
	United States	-0.23	0.011
	Germany	-0.15	0.180
	Spain	-0.22	0.046
	South Africa	0.30	0.019
	France	-0.12	0.336
	Singapore	-0.09	0.447

Leadership across Differences

	India	-0.59	0.000
	Jor dan	0.11	0.400
	Japan	0.16	0.156
Talk informally to a few people to find out more about what is going on.	United States	-0.22	0.008
	Germany		
	Spain	-0.23	0.005
	South Africa	0.07	0.511
	France	-0.47	0.000
	Singapore	0.27	0.006
	India	-0.25	0.003
	Jordan	0.03	0.794
	Japan	0.09	0.246
	Scotland	0.01	0.872
Talk informally to a few people to find out more about what is going on.	United States	0.22	0.008
	Germany		
	Spain	-0.01	0.902
	South Africa	0.29	0.019
	France	-0.25	0.030
	Singapore	0.49	0.000
	India	-0.03	0.765
	Jordan	0.25	0.043
	Japan	0.31	0.003
	Scotland	0.23	0.032
Talk informally to a few people to find out more about what is going on.	United States	0.23	0.005
	Germany		
	Spain		
	South Africa	0.01	0.902
	France	0.30	0.014
	Singapore	-0.24	0.038
	India	0.50	0.000
	Jordan	-0.02	0.856
	Japan	0.26	0.032
	Scotland	0.33	0.002
		0.25	0.022
Talk informally to a few people to find out more about what is going on.	United States	-0.07	0.511
	Germany		
	Spain	-0.29	0.019
	France	-0.30	0.014
	Singapore	-0.54	0.000
	India	0.20	0.131
	Jordan	-0.32	0.010
	Japan	-0.04	0.762
	Scotland	0.03	0.827
		-0.05	0.664

Leadership across Differences

Talk informally to a few people in France find out more about what is going on.	United States	0.47	0.000
	Germany	0.25	0.030
	Spain	0.24	0.038
	South Africa	0.54	0.000
	Singapore	0.74	0.000
	India	0.22	0.061
	Jordan	0.50	0.000
	Japan	0.57	0.000
	Scotland	0.49	0.000
Talk informally to a few people in Singapore find out more about what is going on.	United States	-0.27	0.006
	Germany	-0.49	0.000
	Spain	-0.50	0.000
	South Africa	-0.20	0.131
	France	-0.74	0.000
	India	-0.52	0.000
	Jordan	-0.24	0.067
	Japan	-0.18	0.135
	Scotland	-0.26	0.034
Talk informally to a few people in India find out more about what is going on.	United States	0.25	0.003
	Germany	0.03	0.765
	Spain	0.02	0.856
	South Africa	0.32	0.010
	France	-0.22	0.061
	Singapore	0.52	0.000
	Jordan	0.28	0.024
	Japan	0.35	0.001
	Scotland	0.26	0.016
Talk informally to a few people in Jordan find out more about what is going on.	United States	-0.03	0.794
	Germany	-0.25	0.043
	Spain	-0.26	0.032
	South Africa	0.04	0.762
	France	-0.50	0.000
	Singapore	0.24	0.067
	India	-0.28	0.024
	Japan	0.07	0.573
	Scotland	-0.01	0.917
Talk informally to a few people in Japan find out more about what is going on.	United States	-0.09	0.246
	Germany	-0.31	0.003
	Spain	-0.33	0.002

Leadership across Differences

	South Africa	-0.03	0.827
	France	-0.57	0.000
	Singapore	0.18	0.135
	India	-0.35	0.001
	Jordan	-0.07	0.573
	Scotland	-0.08	0.451
Talk informally to a few people in Scotland and find out more about what is going on.	United States	-0.01	0.872
	Germany	-0.23	0.032
	Spain	-0.25	0.022
	South Africa	0.05	0.664
	France	-0.49	0.000
	Singapore	0.26	0.034
	India	-0.26	0.016
	Jordan	0.01	0.917
	Japan	0.08	0.451
Unify employees by reminding them of the shared goals of the organization.	United States	-0.27	0.001
	Germany	-0.27	0.001
	Spain	-0.21	0.007
	South Africa	-0.02	0.863
	France	0.11	0.262
	Singapore	0.23	0.015
	India	-0.40	0.000
	Jordan	0.14	0.158
	Japan	0.09	0.249
	Scotland	-0.05	0.593
Unify employees by reminding them of the shared goals of the organization.	United States	0.27	0.001
	Germany	0.27	0.001
	Spain	0.05	0.598
	South Africa	0.25	0.036
	France	0.37	0.001
	Singapore	0.50	0.000
	India	-0.13	0.198
	Jordan	0.41	0.001
	Japan	0.36	0.000
	Scotland	0.22	0.036
Unify employees by reminding them of the shared goals of the organization.	United States	0.21	0.007
	Germany	-0.05	0.598
	South Africa	0.20	0.096
	France	0.32	0.005
	Singapore	0.45	0.000
	India	-0.19	0.069
	Jordan	0.35	0.002

Leadership across Differences

	Japan	0.30	0.002
	Scotland	0.17	0.107
Unify employees by reminding South Africa the of the shared goals of the organization.	United States	0.02	0.863
	Germany	-0.25	0.036
	Spain	-0.20	0.096
	France	0.12	0.337
	Singapore	0.25	0.054
	India	-0.38	0.002
	Jordan	0.16	0.234
	Japan	0.11	0.357
	Scotland	-0.03	0.820
Unify employees by reminding France the of the shared goals of the organization.	United States	-0.11	0.262
	Germany	-0.37	0.001
	Spain	-0.32	0.005
	South Africa	-0.12	0.337
	Singapore	0.13	0.319
	India	-0.51	0.000
	Jordan	0.03	0.795
	Japan	-0.02	0.891
	Scotland	-0.15	0.195
Unify employees by reminding Singapore the of the shared goals of the organization.	United States	-0.23	0.015
	Germany	-0.50	0.000
	Spain	-0.45	0.000
	South Africa	-0.25	0.054
	France	-0.13	0.319
	India	-0.63	0.000
	Jordan	-0.09	0.476
	Japan	-0.14	0.216
	Scotland	-0.28	0.018
Unify employees by reminding India the of the shared goals of the organization.	United States	0.40	0.000
	Germany	0.13	0.198
	Spain	0.19	0.069
	South Africa	0.38	0.002
	France	0.51	0.000
	Singapore	0.63	0.000
	Jordan	0.54	0.000
	Japan	0.49	0.000
	Scotland	0.36	0.001
Unify employees by reminding Jordan	United States	-0.14	0.158

Leadership across Differences

them of the shared goals of the organization.

Germany	-0.41	0.001
Spain	-0.35	0.002
South Africa	-0.16	0.234
France	-0.03	0.795
Singapore	0.09	0.476
India	-0.54	0.000
Japan	-0.05	0.676
Scotland	-0.19	0.124

Unify employees by reminding Japan them of the shared goals of the organization.

United States	-0.09	0.249
Germany	-0.36	0.000
Spain	-0.30	0.002
South Africa	-0.11	0.357
France	0.02	0.891
Singapore	0.14	0.216
India	-0.43	0.000
Jordan	0.35	0.676
Scotland	-0.14	0.192

Unify employees by reminding Scotland them of the shared goals of the organization.

United States	0.05	0.593
Germany	-0.22	0.036
Spain	-0.17	0.107
South Africa	0.03	0.820
France	0.15	0.195
Singapore	0.28	0.018
India	-0.36	0.001
Jordan	0.19	0.124
Japan	0.14	0.192

Let the situation play itself out; do nothing.

United States	Germany	-0.03	0.741
	Spain	0.04	0.613
	South Africa	-0.19	0.046
	France	-0.20	0.027
	Singapore	0.71	0.000
	India	0.91	0.000
	Jordan	0.54	0.000
	Japan	-0.08	0.288
	Scotland	0.17	0.040

Let the situation play itself out; do nothing.

United States	Germany	0.03	0.741
	Spain	0.06	0.511
	South Africa	-0.17	0.142
	France	-0.18	0.107
	Singapore	0.73	0.000

Leadership across Differences

	India	0.94	0.000
	Jordan	0.57	0.000
	Japan	-0.06	0.569
	Scotland	0.19	0.057
Let the situation play itself out for Spain nothing.	United States	-0.04	0.613
	Germany	-0.06	0.511
	South Africa	-0.23	0.041
	France	-0.24	0.027
	Singapore	0.67	0.000
	India	0.87	0.000
	Jordan	0.50	0.000
	Japan	-0.12	0.215
	Scotland	0.13	0.197
Let the situation play itself out for South Africa nothing.	United States	0.19	0.046
	Germany	0.17	0.142
	Spain	0.23	0.041
	France	-0.01	0.943
	Singapore	0.90	0.000
	India	1.11	0.000
	Jordan	0.73	0.000
	Japan	0.11	0.323
	Scotland	0.36	0.002
Let the situation play itself out for France nothing.	United States	0.20	0.027
	Germany	0.18	0.107
	Spain	0.24	0.027
	South Africa	0.01	0.943
	Singapore	0.91	0.000
	India	1.12	0.000
	Jordan	0.74	0.000
	Japan	0.12	0.266
	Scotland	0.37	0.001
Let the situation play itself out for Singapore nothing.	United States	-0.71	0.000
	Germany	-0.73	0.000
	Spain	-0.67	0.000
	South Africa	-0.90	0.000
	France	-0.91	0.000
	India	0.20	0.070
	Jordan	-0.17	0.179
	Japan	-0.79	0.000
	Scotland	-0.54	0.000
Let the situation play itself out for India nothing.	United States	-0.91	0.000
	Germany	-0.94	0.000

Leadership across Differences

	Spain	-0.87	0.000
	South Africa	-1.11	0.000
	France	-1.12	0.000
	Singapore	-0.20	0.070
	Jordan	-0.37	0.001
	Japan	-0.99	0.000
	Scotland	-0.74	0.000
Let the situation play itself out on Jordan nothing.	United States	-0.54	0.000
	Germany	-0.57	0.000
	Spain	-0.50	0.000
	South Africa	-0.73	0.000
	France	-0.74	0.000
	Singapore	0.17	0.179
	India	0.37	0.001
	Japan	-0.62	0.000
	Scotland	-0.37	0.002
Let the situation play itself out on Japan nothing.	United States	0.05	0.288
	Germany	0.06	0.569
	Spain	0.12	0.215
	South Africa	-0.11	0.323
	France	-0.12	0.266
	Singapore	0.79	0.000
	India	0.99	0.000
	Jordan	0.62	0.000
	Scotland	0.25	0.014
Let the situation play itself out on Scotland nothing.	United States	-0.17	0.040
	Germany	-0.19	0.057
	Spain	-0.13	0.197
	South Africa	-0.36	0.002
	France	-0.37	0.001
	Singapore	0.54	0.000
	India	0.74	0.000
	Jordan	0.37	0.002
	Japan	-0.25	0.014
Encourage anyone who is both the United States by the situation to transfer to another part of the organization	Germany	0.02	0.733
	Spain	0.17	0.013
	South Africa	0.13	0.128
	France	0.06	0.434
	Singapore	1.00	0.000
	India	1.44	0.000
	Jordan	1.23	0.000
	Japan	0.47	0.000
	Scotland	0.11	0.142

Leadership across Differences

Encourage anyone who is both Germany by the situation to transfer to another part of the organization.	United States	-0.02	0.733
	Spain	0.15	0.094
	South Africa	0.11	0.290
	France	0.04	0.683
	Singapore	0.98	0.000
	India	1.41	0.000
	Jordan	1.21	0.000
	Japan	0.45	0.000
	Scotland	0.08	0.362
Encourage anyone who is both Spain by the situation to transfer to another part of the organization.	United States	-0.17	0.013
	Germany	-0.15	0.094
	South Africa	-0.04	0.712
	France	-0.11	0.275
	Singapore	0.83	0.000
	India	1.26	0.000
	Jordan	1.06	0.000
	Japan	0.30	0.001
	Scotland	-0.06	0.479
Encourage anyone who is both South Africa by the situation to transfer to another part of the organization.	United States	-0.13	0.128
	Germany	-0.11	0.290
	Spain	0.04	0.712
	France	-0.07	0.538
	Singapore	0.87	0.000
	India	1.30	0.000
	Jordan	1.10	0.000
	Japan	0.34	0.001
	Scotland	-0.03	0.805
Encourage anyone who is both France by the situation to transfer to another part of the organization.	United States	-0.06	0.434
	Germany	-0.04	0.683
	Spain	0.11	0.275
	South Africa	0.07	0.538
	Singapore	0.94	0.000
	India	1.37	0.000
	Jordan	1.17	0.000
	Japan	0.41	0.000
	Scotland	0.04	0.671
Encourage anyone who is both Singapore by the situation to transfer to another part of the organization.	United States	-1.00	0.000
	Germany	-0.98	0.000

Leadership across Differences

	Spain	-0.83	0.000
	South Africa	-0.87	0.000
	France	-0.94	0.000
	India	0.43	0.000
	Jordan	0.23	0.044
	Japan	-0.53	0.000
	Scotland	-0.90	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization	United States	-1.44	0.000
	Germany	-1.41	0.000
	Spain	-1.26	0.000
	South Africa	-1.30	0.000
	France	-1.37	0.000
	Singapore	-0.43	0.000
	Jordan	-0.20	0.054
	Japan	-0.97	0.000
	Scotland	-1.33	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization	United States	-1.23	0.000
	Germany	-1.21	0.000
	Spain	-1.06	0.000
	South Africa	-1.10	0.000
	France	-1.17	0.000
	Singapore	-0.23	0.044
	India	0.20	0.054
	Japan	-0.76	0.000
	Scotland	-1.12	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization	United States	-0.47	0.000
	Germany	-0.45	0.000
	Spain	-0.30	0.001
	South Africa	-0.34	0.001
	France	-0.41	0.000
	Singapore	0.53	0.000
	India	0.97	0.000
	Jordan	0.76	0.000
	Scotland	-0.36	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization	United States	-0.11	0.142
	Germany	-0.08	0.362
	Spain	0.06	0.479
	South Africa	0.03	0.805
	France	-0.04	0.671
	Singapore	0.90	0.000

Leadership across Differences

	India	1.33	0.000
	Jordan	1.12	0.000
	Japan	0.36	0.000
Punish anyone who disrupts the United States work because of this situation.	Germany	-0.39	0.000
	Spain	-0.01	0.930
	South Africa	-0.11	0.326
	France	0.06	0.605
	Singapore	0.61	0.000
	India	1.12	0.000
	Jordan	1.49	0.000
	Japan	0.13	0.163
	Scotland	-0.15	0.121
Punish anyone who disrupts the Germany work because of this situation.	United States	0.39	0.000
	Spain	0.38	0.001
	South Africa	0.28	0.043
	France	0.45	0.001
	Singapore	1.00	0.000
	India	1.51	0.000
	Jordan	1.88	0.000
	Japan	0.52	0.000
	Scotland	0.24	0.047
Punish anyone who disrupts the Spain work because of this situation.	United States	0.01	0.930
	Germany	-0.38	0.001
	South Africa	-0.11	0.435
	France	0.06	0.619
	Singapore	0.62	0.000
	India	1.13	0.000
	Jordan	1.50	0.000
	Japan	0.14	0.240
	Scotland	-0.14	0.234
Punish anyone who disrupts the South Africa work because of this situation.	United States	0.11	0.326
	Germany	-0.28	0.043
	Spain	0.11	0.435
	France	0.17	0.252
	Singapore	0.73	0.000
	India	1.24	0.000
	Jordan	1.60	0.000
	Japan	0.24	0.076
	Scotland	-0.04	0.795
Punish anyone who disrupts the France work because of this situation.	United States	-0.06	0.605
	Germany	-0.45	0.001
	Spain	-0.06	0.619

Leadership across Differences

	South Africa	-0.17	0.252
	Singapore	0.56	0.000
	India	1.07	0.000
	Jordan	1.43	0.000
	Japan	0.07	0.589
	Scotland	-0.21	0.124
Punish anyone who disrupts the Singapore work because of this situation.	United States	-0.61	0.000
	Germany	-1.00	0.000
	Spain	-0.62	0.000
	South Africa	-0.73	0.000
	France	-0.56	0.000
	India	0.51	0.000
	Jordan	0.88	0.000
	Japan	-0.49	0.000
	Scotland	-0.76	0.000
Punish anyone who disrupts the India work because of this situation.	United States	-1.12	0.000
	Germany	-1.51	0.000
	Spain	-1.13	0.000
	South Africa	-1.24	0.000
	France	-1.07	0.000
	Singapore	-0.51	0.000
	Jordan	0.37	0.008
	Japan	-0.99	0.000
	Scotland	-1.27	0.000
Punish anyone who disrupts the Jordan work because of this situation.	United States	-1.49	0.000
	Germany	-1.88	0.000
	Spain	-1.50	0.000
	South Africa	-1.60	0.000
	France	-1.43	0.000
	Singapore	-0.88	0.000
	India	-0.37	0.008
	Japan	-1.36	0.000
	Scotland	-1.64	0.000
Punish anyone who disrupts the Japan work because of this situation.	United States	-0.13	0.163
	Germany	-0.52	0.000
	Spain	-0.14	0.240
	South Africa	-0.24	0.076
	France	-0.07	0.589
	Singapore	0.49	0.000
	India	0.99	0.000
	Jordan	1.36	0.000
	Scotland	-0.28	0.021
Punish anyone who disrupts the Scotland work because of this situation.	United States	0.15	0.121

Leadership across Differences

work because of this situation.

Germany	-0.24	0.047
Spain	0.14	0.234
South Africa	0.04	0.795
France	0.21	0.124
Singapore	0.76	0.000
India	1.27	0.000
Jordan	1.64	0.000
Japan	0.28	0.021

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

Spain	0.11	0.185
South Africa	0.59	0.000
France	-0.24	0.018
Singapore	0.46	0.000
India	-0.27	0.002
Jordan	0.42	0.000
Japan	-0.02	0.773
Scotland	0.31	0.001

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	-0.45	0.000
Spain	-0.33	0.002
South Africa	0.15	0.248
France	-0.69	0.000
Singapore	0.01	0.904
India	-0.72	0.000
Jordan	-0.02	0.859
Japan	-0.47	0.000
Scotland	-0.14	0.230

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	-0.11	0.185
Germany	0.33	0.002
South Africa	0.48	0.000
France	-0.35	0.004
Singapore	0.35	0.004
India	-0.38	0.001
Jordan	0.31	0.014
Japan	-0.14	0.203
Scotland	0.20	0.077

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	-0.59	0.000

Leadership across Differences

religious groups to surface the differences so that they can better understand one another's point of view.

Germany	-0.15	0.248
Spain	-0.48	0.000
France	-0.84	0.000
Singapore	-0.13	0.342
India	-0.86	0.000
Jordan	-0.17	0.235
Japan	-0.62	0.000
Scotland	-0.28	0.030

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	0.24	0.018

Germany	0.69	0.000
Spain	0.35	0.004
South Africa	0.84	0.000
Singapore	0.70	0.000
India	-0.03	0.817
Jordan	0.67	0.000
Japan	0.22	0.074
Scotland	0.55	0.000

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	-0.46	0.000

Germany	-0.01	0.904
Spain	-0.35	0.004
South Africa	0.13	0.342
France	-0.70	0.000
India	-0.73	0.000
Jordan	-0.04	0.788
Japan	-0.48	0.000
Scotland	-0.15	0.234

Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.

United States	0.27	0.002

Germany	0.72	0.000
Spain	0.38	0.001
South Africa	0.86	0.000
France	0.03	0.817
Singapore	0.73	0.000
Jordan	0.69	0.000
Japan	0.25	0.026

Leadership across Differences

	Scotland	0.58	0.000
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	United States	-0.42	0.000
	Germany	0.02	0.859
	Spain	-0.31	0.014
	South Africa	0.17	0.235
	France	-0.67	0.000
	Singapore	0.04	0.788
	India	-0.69	0.000
	Japan	-0.45	0.000
	Scotland	-0.11	0.386
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	United States	0.02	0.773
	Germany	0.47	0.000
	Spain	0.14	0.203
	South Africa	0.62	0.000
	France	-0.22	0.074
	Singapore	0.48	0.000
	India	-0.25	0.026
	Jordan	0.45	0.000
	Scotland	0.33	0.003
Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	United States	-0.31	0.001
	Germany	0.14	0.230
	Spain	-0.20	0.077
	South Africa	0.28	0.030
	France	-0.55	0.000
	Singapore	0.15	0.234
	India	-0.58	0.000
	Jordan	0.11	0.386
	Japan	-0.33	0.003
Encourage debate and discuss about what happened.	United States	0.11	0.622
	Spain	-0.04	0.759
	South Africa	0.35	0.020
	France	-0.34	0.179
	Jordan	-0.30	0.040
Encourage debate and discuss	Germany	-0.11	0.622
	United States	-0.11	0.622

Leadership across Differences

about what happened.

Spain	-0.15	0.489
South Africa	0.24	0.287
France	-0.45	0.142
Jordan	-0.41	0.067

Encourage debate and discuss Spain about what happened.

United States	0.04	0.759
Germany	0.15	0.489
South Africa	0.39	0.006
France	-0.30	0.226
Jordan	-0.27	0.058

Encourage debate and discuss South Africa about what happened.

United States	-0.35	0.020
Germany	-0.24	0.287
Spain	-0.39	0.006
France	-0.69	0.008
Jordan	-0.65	0.000

Encourage debate and discuss France about what happened.

United States	0.34	0.179
Germany	0.45	0.142
Spain	0.30	0.226
South Africa	0.69	0.008
Jordan	0.04	0.887

Encourage debate and discuss Jordan about what happened.

United States	0.30	0.040
Germany	0.41	0.067
Spain	0.27	0.058
South Africa	0.65	0.000
France	-0.04	0.887

Discourage those who are disgruntled from expressing dissatisfaction with the situation.

United States	Germany	-0.01	0.890
	Spain	-0.13	0.098
	South Africa	0.13	0.209
	France	0.00	0.985
	Singapore	1.13	0.000
	India	1.14	0.000
	Jordan	1.60	0.000
	Japan	0.38	0.000
	Scotland	0.04	0.677

Discourage those who are disgruntled from expressing dissatisfaction with the situation.

Germany	United States	0.01	0.890
	Spain	-0.12	0.238
	South Africa	0.14	0.247

Leadership across Differences

		France	0.01	0.935
		Singapore	1.15	0.000
		India	1.15	0.000
		Jordan	1.61	0.000
		Japan	0.39	0.000
		Scotland	0.05	0.661
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Spain	United States	0.13	0.098
		Germany	0.12	0.238
		South Africa	0.27	0.029
		France	0.13	0.254
		Singapore	1.27	0.000
		India	1.28	0.000
		Jordan	1.73	0.000
		Japan	0.51	0.000
		Scotland	0.17	0.112
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	South Africa	United States	-0.13	0.209
		Germany	-0.14	0.247
		Spain	-0.27	0.029
		France	-0.13	0.320
		Singapore	1.00	0.000
		India	1.01	0.000
		Jordan	1.47	0.000
		Japan	0.25	0.042
		Scotland	-0.09	0.454
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	France	United States	0.00	0.985
		Germany	-0.01	0.935
		Spain	-0.13	0.254
		South Africa	0.13	0.320
		Singapore	1.14	0.000
		India	1.14	0.000
		Jordan	1.60	0.000
		Japan	0.38	0.001
		Scotland	0.04	0.751
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Singapore	United States	-1.13	0.000
		Germany	-1.15	0.000
		Spain	-1.27	0.000
		South Africa	-1.00	0.000
		France	-1.14	0.000
		India	0.01	0.945
		Jordan	0.46	0.000

Leadership across Differences

		Japan	-0.75	0.000
		Scotland	-1.10	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	India	United States	-1.14	0.000
		Germany	-1.15	0.000
		Spain	-1.28	0.000
		South Africa	-1.01	0.000
		France	-1.14	0.000
		Singapore	-0.01	0.945
		Jordan	0.46	0.000
		Japan	-0.76	0.000
		Scotland	-1.11	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Jordan	United States	-1.60	0.000
		Germany	-1.61	0.000
		Spain	-1.73	0.000
		South Africa	-1.47	0.000
		France	-1.60	0.000
		Singapore	-0.46	0.000
		India	-0.46	0.000
		Japan	-1.22	0.000
		Scotland	-1.56	0.000
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Japan	United States	-0.38	0.000
		Germany	-0.39	0.000
		Spain	-0.51	0.000
		South Africa	-0.25	0.042
		France	-0.38	0.001
		Singapore	0.75	0.000
		India	0.76	0.000
		Jordan	1.22	0.000
		Scotland	-0.34	0.002
Discourage those who are disgruntled from expressing dissatisfaction with the situation.	Scotland	United States	-0.04	0.677
		Germany	-0.05	0.661
		Spain	-0.17	0.112
		South Africa	0.09	0.454
		France	-0.04	0.751
		Singapore	1.10	0.000
		India	1.11	0.000
		Jordan	1.56	0.000
		Japan	0.34	0.002
Ask coworkers of the religious	United States	Germany	0.42	0.000

Leadership across Differences

group members who are upset to
try to get them cal m down

Spain	0.94	0.000
South Africa	0.71	0.000
France	0.39	0.000
Singapore	1.33	0.000
India	1.09	0.000
Jordan	1.74	0.000
Japan	0.19	0.037
Scotland	-0.02	0.828

Ask coworkers of the religious Germany
group members who are upset to
try to get them cal m down

United States	-0.42	0.000
Spain	0.52	0.000
South Africa	0.29	0.029
France	-0.03	0.814
Singapore	0.91	0.000
India	0.67	0.000
Jordan	1.32	0.000
Japan	-0.23	0.044
Scotland	-0.44	0.000

Ask coworkers of the religious Spain
group members who are upset to
try to get them cal m down

United States	-0.94	0.000
Germany	-0.52	0.000
South Africa	-0.23	0.085
France	-0.55	0.000
Singapore	0.39	0.002
India	0.15	0.183
Jordan	0.80	0.000
Japan	-0.75	0.000
Scotland	-0.96	0.000

Ask coworkers of the religious South Africa
group members who are upset to
try to get them cal m down

United States	-0.71	0.000
Germany	-0.29	0.029
Spain	0.23	0.085
France	-0.32	0.027
Singapore	0.62	0.000
India	0.38	0.005
Jordan	1.03	0.000
Japan	-0.52	0.000
Scotland	-0.73	0.000

Ask coworkers of the religious France
group members who are upset to
try to get them cal m down

United States	-0.39	0.000
Germany	0.03	0.814
Spain	0.55	0.000

Leadership across Differences

	South Africa	0.32	0.027
	Singapore	0.94	0.000
	India	0.70	0.000
	Jordan	1.35	0.000
	Japan	-0.20	0.118
	Scotland	-0.41	0.002
Ask coworkers of the religious Singapore group members who are upset to try to get them cal mdown	United States	-1.33	0.000
	Germany	-0.91	0.000
	Spain	-0.39	0.002
	South Africa	-0.62	0.000
	France	-0.94	0.000
	India	-0.24	0.072
	Jordan	0.41	0.005
	Japan	-1.14	0.000
	Scotland	-1.35	0.000
Ask coworkers of the religious India group members who are upset to try to get them cal mdown	United States	-1.09	0.000
	Germany	-0.67	0.000
	Spain	-0.15	0.183
	South Africa	-0.38	0.005
	France	-0.70	0.000
	Singapore	0.24	0.072
	Jordan	0.65	0.000
	Japan	-0.90	0.000
	Scotland	-1.11	0.000
Ask coworkers of the religious Jordan group members who are upset to try to get them cal mdown	United States	-1.74	0.000
	Germany	-1.32	0.000
	Spain	-0.80	0.000
	South Africa	-1.03	0.000
	France	-1.35	0.000
	Singapore	-0.41	0.005
	India	-0.65	0.000
	Japan	-1.55	0.000
	Scotland	-1.76	0.000
Ask coworkers of the religious Japan group members who are upset to try to get them cal mdown	United States	-0.19	0.037
	Germany	0.23	0.044
	Spain	0.75	0.000
	South Africa	0.52	0.000
	France	0.20	0.118
	Singapore	1.14	0.000
	India	0.90	0.000

Leadership across Differences

	Jor dan	1.55	0.000
	Scotl and	-0.21	0.078
Ask c ework kers of the religiou Scotl and group members who are upset to try to get the mcal mdown	United States	0.02	0.828
	Ger many	0.44	0.000
	Spain	0.96	0.000
	South Afr ica	0.73	0.000
	Fr ance	0.41	0.002
	Singapor e	1.35	0.000
	India	1.11	0.000
	Jor dan	1.76	0.000
	Japan	0.21	0.078
Inf or mthe media about what is United States going on. ^a	Ger many	0.06	0.702
	Spain	0.18	0.037
	South Afr ica	-0.13	0.129
	Fr ance	-0.09	0.587
	Jor dan	0.64	0.000
Inf or mthe media about what is Ger many going on. ^a	United States	-0.06	0.702
	Spain	0.12	0.395
	South Afr ica	-0.24	0.152
	Fr ance	-0.15	0.470
	Jor dan	0.58	0.000
Inf or mthe media about what is Spain going on. ^a	United States	-0.18	0.037
	Ger many	-0.12	0.395
	South Afr ica	-0.36	0.002
	Fr ance	-0.27	0.109
	Jor dan	0.46	0.000
Inf or mthe media about what is South Afr ica going on. ^a	United States	0.18	0.129
	Ger many	0.24	0.152
	Spain	0.36	0.002
	Fr ance	0.09	0.642
	Jor dan	0.82	0.000
Inf or mthe media about what is Fr ance going on. ^a	United States	0.09	0.587
	Ger many	0.15	0.470
	Spain	0.27	0.109
	South Afr ica	-0.09	0.642
	Jor dan	0.73	0.000
Inf or mthe media about what is Jor dan going on. ^a	United States	-0.64	0.000

Leadership across Differences

		Germany	-0.58	0.000
		Spain	-0.46	0.000
		South Africa	-0.82	0.000
		France	-0.73	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	Germany	0.08	0.297
		Spain	0.00	0.949
		South Africa	0.34	0.001
		France	0.08	0.363
		Singapore	1.03	0.000
		India	1.32	0.000
		Jordan	1.01	0.000
		Japan	1.02	0.000
		Scotland	-0.03	0.731
Redesign the work so that members of different religious groups will no longer have to interact with one another.	Germany	United States	-0.02	0.297
		Spain	-0.08	0.435
		South Africa	0.26	0.025
		France	0.00	0.980
		Singapore	0.94	0.000
		India	1.24	0.000
		Jordan	0.93	0.000
		Japan	0.94	0.000
		Scotland	-0.11	0.284
Redesign the work so that members of different religious groups will no longer have to interact with one another.	Spain	United States	0.00	0.949
		Germany	0.08	0.435
		South Africa	0.34	0.003
		France	0.08	0.470
		Singapore	1.02	0.000
		India	1.32	0.000
		Jordan	1.01	0.000
		Japan	1.01	0.000
		Scotland	-0.03	0.744
Redesign the work so that members of different religious groups will no longer have to interact with one another.	South Africa	United States	-0.34	0.001
		Germany	-0.26	0.025
		Spain	-0.34	0.003
		France	-0.26	0.042
		Singapore	0.68	0.000

Leadership across Differences

	India	0.98	0.000
	Jordan	0.67	0.000
	Japan	0.68	0.000
	Scotland	-0.37	0.002
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	-0.08	0.363
	Germany	0.00	0.980
	Spain	-0.08	0.470
	South Africa	0.26	0.042
	Singapore	0.94	0.000
	India	1.24	0.000
	Jordan	0.93	0.000
	Japan	0.93	0.000
	Scotland	-0.11	0.323
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	-1.03	0.000
	Germany	-0.94	0.000
	Spain	-1.02	0.000
	South Africa	-0.68	0.000
	France	-0.94	0.000
	India	0.30	0.010
	Jordan	-0.01	0.923
	Japan	-0.01	0.957
	Scotland	-1.05	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	-1.32	0.000
	Germany	-1.24	0.000
	Spain	-1.32	0.000
	South Africa	-0.98	0.000
	France	-1.24	0.000
	Singapore	-0.30	0.010
	Jordan	-0.31	0.008
	Japan	-0.30	0.003
	Scotland	-1.35	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	-1.01	0.000
	Germany	-0.93	0.000
	Spain	-1.01	0.000
	South Africa	-0.67	0.000
	France	-0.93	0.000
	Singapore	0.01	0.923

Leadership across Differences

	India	0.31	0.008
	Japan	0.01	0.957
	Scotland	-1.04	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	-1.02	0.000
	Germany	-0.94	0.000
	Spain	-1.01	0.000
	South Africa	-0.68	0.000
	France	-0.93	0.000
	Singapore	0.01	0.957
	India	0.30	0.003
	Jordan	-0.01	0.957
	Scotland	-1.05	0.000
Redesign the work so that members of different religious groups will no longer have to interact with one another.	United States	0.03	0.731
	Germany	0.11	0.284
	Spain	0.03	0.744
	South Africa	0.37	0.002
	France	0.11	0.323
	Singapore	1.05	0.000
	India	1.35	0.000
	Jordan	1.04	0.000
	Japan	1.05	0.000
Direct employees to stop the gossip and informal conversation	United States		
	Germany	-0.39	0.000
	Spain	-0.43	0.000
	South Africa	0.19	0.117
	France	-0.32	0.004
	Singapore	0.59	0.000
	India	0.30	0.002
	Jordan	1.36	0.000
	Japan	-0.11	0.249
	Scotland	-0.38	0.000
Direct employees to stop the gossip and informal conversation	Germany		
	United States	0.39	0.000
	Spain	-0.04	0.739
	South Africa	0.57	0.000
	France	0.06	0.639
	Singapore	0.98	0.000
	India	0.69	0.000
	Jordan	1.75	0.000
	Japan	0.28	0.020
	Scotland	0.00	0.982

Leadership across Differences

Direct employees to stop the Spain gossip and informal conversations.	United States	0.43	0.000
	Germany	0.04	0.739
	South Africa	0.61	0.000
	France	0.10	0.441
	Singapore	1.02	0.000
	India	0.73	0.000
	Jordan	1.79	0.000
	Japan	0.32	0.007
Direct employees to stop the South Africa gossip and informal conversation	United States	-0.19	0.117
	Germany	-0.57	0.000
	Spain	-0.61	0.000
	France	-0.51	0.001
	Singapore	0.41	0.008
	India	0.12	0.411
	Jordan	1.18	0.000
	Japan	-0.29	0.035
Direct employees to stop the France gossip and informal conversations.	United States	0.32	0.004
	Germany	-0.06	0.639
	Spain	-0.10	0.441
	South Africa	0.51	0.001
	Singapore	0.92	0.000
	India	0.63	0.000
	Jordan	1.69	0.000
	Japan	0.22	0.109
Direct employees to stop the Singapore gossip and informal conversation	United States	-0.59	0.000
	Germany	-0.98	0.000
	Spain	-1.02	0.000
	South Africa	-0.41	0.008
	France	-0.92	0.000
	India	-0.29	0.036
	Jordan	0.77	0.000
	Japan	-0.70	0.000
Direct employees to stop the India gossip and informal conversation	United States	-0.30	0.002
	Germany	-0.69	0.000
	Spain	-0.73	0.000
	South Africa	-0.12	0.411
	France	-0.63	0.000
	Singapore	0.29	0.036
	Jordan	1.06	0.000

Leadership across Differences

	Japan	-0.41	0.001
	Scotland	-0.69	0.000
Direct employees to stop the Jordan gossip and informal conversation	United States	-1.36	0.000
	Germany	-1.75	0.000
	Spain	-1.79	0.000
	South Africa	-1.18	0.000
	France	-1.69	0.000
	Singapore	-0.77	0.000
	India	-1.06	0.000
	Japan	-1.47	0.000
	Scotland	-1.75	0.000
Direct employees to stop the Japan gossip and informal conversation	United States	0.11	0.249
	Germany	-0.28	0.020
	Spain	-0.32	0.007
	South Africa	0.29	0.035
	France	-0.22	0.109
	Singapore	0.70	0.000
	India	0.41	0.001
	Jordan	1.47	0.000
	Scotland	-0.28	0.025
Direct employees to stop the Scotland gossip and informal conversation	United States	0.38	0.000
	Germany	0.00	0.982
	Spain	-0.04	0.729
	South Africa	0.57	0.000
	France	0.06	0.661
	Singapore	0.98	0.000
	India	0.69	0.000
	Jordan	1.75	0.000
	Japan	0.28	0.025
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.12	0.099
	Germany		
	Spain	-0.06	0.435
	South Africa	0.21	0.022
	France	-0.28	0.002
	Singapore	0.14	0.110
	India	-0.61	0.000
	Jordan	-0.09	0.342
	Japan	0.07	0.320
	Scotland	0.02	0.762
Provide individuals with a regular opportunity to learn more about	Germany		
	United States	-0.12	0.099

Leadership across Differences

the feelings, history and customs
of those who are different from
them

Spain	-0.18	0.054
South Africa	0.09	0.409
France	-0.40	0.000
Singapore	0.02	0.854
India	-0.73	0.000
Jordan	-0.21	0.054
Japan	-0.05	0.596
Scotland	-0.10	0.308

Provide individuals with a regular
opportunity to learn more about
the feelings, history and customs
of those who are different from
them

United States	0.06	0.435

Germany	0.18	0.054
South Africa	0.27	0.013
France	-0.22	0.032
Singapore	0.20	0.059
India	-0.55	0.000
Jordan	-0.03	0.772
Japan	0.13	0.161
Scotland	0.08	0.403

Provide individuals with a regular
opportunity to learn more about
the feelings, history and customs
of those who are different from
them

United States	-0.21	0.022

Germany	-0.09	0.409
Spain	-0.27	0.013
France	-0.50	0.000
Singapore	-0.07	0.555
India	-0.82	0.000
Jordan	-0.30	0.014
Japan	-0.14	0.198
Scotland	-0.19	0.091

Provide individuals with a regular
opportunity to learn more about
the feelings, history and customs
of those who are different from
them

United States	0.28	0.002

Germany	0.40	0.000
Spain	0.22	0.032
South Africa	0.50	0.000
Singapore	0.42	0.000
India	-0.32	0.003
Jordan	0.19	0.106
Japan	0.35	0.001
Scotland	0.31	0.005

Leadership across Differences

Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	Singapore		
	United States	-0.14	0.110
	Germany	-0.02	0.854
	Spain	-0.20	0.059
	South Africa	0.07	0.555
	France	-0.42	0.000
	India	-0.75	0.000
	Jordan	-0.23	0.055
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	Japan	-0.07	0.512
	Scotland	-0.12	0.276
	United States	0.61	0.000
	Germany	0.73	0.000
	Spain	0.55	0.000
	South Africa	0.82	0.000
	France	0.32	0.003
	Singapore	0.75	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	Jordan	0.52	0.000
	Japan	0.68	0.000
	Scotland	0.63	0.000
	United States	0.09	0.342
	Germany	0.21	0.054
	Spain	0.03	0.772
	South Africa	0.30	0.014
	France	-0.19	0.106
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	Singapore	0.23	0.055
	India	-0.52	0.000
	Japan	0.16	0.139
	Scotland	0.11	0.318
	United States	-0.07	0.320
	Germany	0.05	0.596
	Spain	-0.13	0.161
	South Africa	0.14	0.198
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	France	-0.35	0.001
	Singapore	0.07	0.512

Leadership across Differences

	India	-0.68	0.000
	Jordan	-0.16	0.139
	Scotland	-0.05	0.609
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	United States	-0.02	0.762
	Germany	0.10	0.308
	Spain	-0.08	0.403
	South Africa	0.19	0.091
	France	-0.31	0.005
	Singapore	0.12	0.276
	India	-0.63	0.000
	Jordan	-0.11	0.318
	Japan	0.05	0.609
Insist that this person apologize to those who received the mail.	United States	0.24	0.012
	Germany	0.31	0.001
	Spain	0.57	0.000
	South Africa	0.75	0.000
	France	0.22	0.053
	Singapore	0.27	0.006
	India	0.29	0.012
	Jordan	-0.20	0.038
	Japan	-0.02	0.849
Insist that this person apologize to those who received the mail.	United States	-0.24	0.012
	Germany	0.07	0.540
	Spain	0.33	0.018
	South Africa	0.51	0.000
	France	-0.02	0.879
	Singapore	0.03	0.819
	India	0.05	0.701
	Jordan	-0.43	0.000
	Japan	-0.26	0.037
Insist that this person apologize to those who received the mail.	United States	-0.31	0.001
	Germany	-0.07	0.540
	Spain	0.26	0.063
	South Africa	0.44	0.001
	France	-0.09	0.486
	Singapore	-0.04	0.712
	India	-0.02	0.886
	Jordan	-0.51	0.000
	Japan	-0.33	0.007
Insist that this person apologize to those who received the mail.	United States	-0.57	0.000

Leadership across Differences

those who received the email.

Germany	-0.33	0.018
Spain	-0.26	0.063
France	0.18	0.241
Singapore	-0.35	0.022
India	-0.30	0.034
Jordan	-0.28	0.075
Japan	-0.76	0.000
Scotland	-0.59	0.000

Insist that this person apologize: France
those who received the email.

United States	-0.75	0.000
Germany	-0.51	0.000
Spain	-0.44	0.001
South Africa	-0.18	0.241
Singapore	-0.53	0.000
India	-0.48	0.000
Jordan	-0.46	0.003
Japan	-0.94	0.000
Scotland	-0.77	0.000

Insist that this person apologize: Singapore
those who received the email.

United States	-0.22	0.053
Germany	0.02	0.879
Spain	0.09	0.486
South Africa	0.35	0.022
France	0.53	0.000
India	0.05	0.723
Jordan	0.07	0.627
Japan	-0.41	0.002
Scotland	-0.24	0.086

Insist that this person apologize to: India
those who received the email.

United States	-0.27	0.006
Germany	-0.03	0.819
Spain	0.04	0.712
South Africa	0.30	0.034
France	0.48	0.000
Singapore	-0.05	0.723
Jordan	0.02	0.859
Japan	-0.46	0.000
Scotland	-0.29	0.023

Insist that this person apologize: Jordan
those who received the email.

United States	-0.29	0.012
Germany	-0.05	0.701
Spain	0.02	0.886
South Africa	0.28	0.075
France	0.46	0.003
Singapore	-0.07	0.627
India	-0.02	0.859
Japan	-0.49	0.000

Leadership across Differences

	Scotland	-0.31	0.028
Insist that this person apologize to those who received the email.	United States	0.20	0.038
	Germany	0.43	0.000
	Spain	0.51	0.000
	South Africa	0.76	0.000
	France	0.94	0.000
	Singapore	0.41	0.002
	India	0.46	0.000
	Jordan	0.49	0.000
	Scotland	0.18	0.153
Insist that this person apologize to Scotland and those who received the email.	United States	0.02	0.849
	Germany	0.26	0.037
	Spain	0.33	0.007
	South Africa	0.59	0.000
	France	0.77	0.000
	Singapore	0.24	0.086
	India	0.29	0.023
	Jordan	0.31	0.028
	Japan	-0.18	0.153
Take legal action against the person who sent the email immediately.	United States	0.55	0.003
	Germany	0.37	0.001
	Spain	0.45	0.000
	France	0.36	0.092
	Jordan	1.78	0.000
Take legal action against the person who sent the email immediately.	United States	-0.55	0.003
	Spain	-0.18	0.305
	South Africa	-0.10	0.589
	France	-0.19	0.458
	Jordan	1.23	0.000
Take legal action against the person who sent the email immediately.	United States	-0.37	0.001
	Germany	0.18	0.305
	Spain	0.08	0.488
	France	-0.01	0.975
	Jordan	1.42	0.000
Take legal action against the person who sent the email immediately.	United States	-0.45	0.000
	Germany	0.10	0.589

Leadership across Differences

		Spain	-0.08	0.488
		France	-0.09	0.687
		Jordan	1.33	0.000
Take legal action against the person who sent them an email immediately.	United States	United States	-0.36	0.092
		Germany	0.19	0.458
		Spain	0.01	0.975
		South Africa	0.09	0.687
		Jordan	1.42	0.000
Take legal action against the person who sent them an email immediately.	United States	United States	-1.78	0.000
		Germany	-1.23	0.000
		Spain	-1.42	0.000
		South Africa	-1.33	0.000
		France	-1.42	0.000
Apologize to those who were offended.	United States	Germany	-0.45	0.000
		Spain	-0.01	0.875
		South Africa	0.24	0.023
		France	0.00	0.974
		Singapore	-0.17	0.089
		India	-0.32	0.000
		Jordan	-0.05	0.639
		Japan	-0.69	0.000
		Scotland	-0.14	0.120
Apologize to those who were offended.	Germany	United States	0.45	0.000
		Spain	0.44	0.000
		South Africa	0.69	0.000
		France	0.46	0.000
		Singapore	0.28	0.018
		India	0.13	0.231
		Jordan	0.40	0.001
		Japan	-0.24	0.025
		Scotland	0.32	0.004
Apologize to those who were offended.	Spain	United States	0.01	0.875
		Germany	-0.44	0.000
		South Africa	0.25	0.040
		France	0.02	0.891
		Singapore	-0.16	0.185
		India	-0.31	0.004
		Jordan	-0.04	0.769
		Japan	-0.68	0.000
		Scotland	-0.12	0.255

Leadership across Differences

Apologize to those who were offended.	South Africa	United States	-0.24	0.023
		Germany	-0.69	0.000
		Spain	-0.25	0.040
		France	-0.24	0.080
		Singapore	-0.41	0.002
		India	-0.56	0.000
		Jordan	-0.29	0.037
		Japan	-0.93	0.000
Apologize to those who were offended.	France	United States	0.00	0.974
		Germany	-0.46	0.000
		Spain	-0.02	0.891
		South Africa	0.24	0.080
		Singapore	-0.17	0.185
		India	-0.33	0.007
		Jordan	-0.05	0.698
		Japan	-0.69	0.000
Apologize to those who were offended.	Singapore	United States	0.17	0.089
		Germany	-0.28	0.018
		Spain	0.16	0.185
		South Africa	0.41	0.002
		France	0.17	0.185
		India	-0.15	0.210
		Jordan	0.12	0.366
		Japan	-0.52	0.000
Apologize to those who were offended.	India	United States	0.32	0.000
		Germany	-0.13	0.231
		Spain	0.31	0.004
		South Africa	0.56	0.000
		France	0.33	0.007
		Singapore	0.15	0.210
		Jordan	0.27	0.028
		Japan	-0.37	0.001
Apologize to those who were offended.	Jordan	United States	0.05	0.639
		Germany	-0.40	0.001
		Spain	0.04	0.769
		South Africa	0.29	0.037
		France	0.05	0.698
		Singapore	-0.12	0.366

Leadership across Differences

		India	-0.27	0.028
		Japan	-0.64	0.000
		Scotland	-0.09	0.485
Apologize to those who were offended.	Japan	United States	0.69	0.000
		Germany	0.24	0.025
		Spain	0.68	0.000
		South Africa	0.93	0.000
		France	0.69	0.000
		Singapore	0.52	0.000
		India	0.37	0.001
		Jordan	0.64	0.000
		Scotland	0.55	0.000
Apologize to those who were offended.	Scotland	United States	0.14	0.120
		Germany	-0.32	0.004
		Spain	0.12	0.255
		South Africa	0.38	0.003
		France	0.14	0.252
		Singapore	-0.03	0.784
		India	-0.19	0.096
		Jordan	0.09	0.485
		Japan	-0.55	0.000
Appoint a qualified person from this woman's religious group to a supervisory job.	United States	Germany	0.40	0.033
		Spain	0.04	0.733
		South Africa	-0.05	0.713
		France	-0.28	0.197
		Jordan	1.18	0.000
Appoint a qualified person from this woman's religious group to a supervisory job.	Germany	United States	-0.40	0.033
		Spain	-0.36	0.047
		South Africa	-0.45	0.021
		France	-0.68	0.009
		Jordan	0.79	0.000
Appoint a qualified person from this woman's religious group to a supervisory job.	Spain	United States	-0.04	0.733
		Germany	0.36	0.047
		South Africa	-0.08	0.483
		France	-0.32	0.135
		Jordan	1.15	0.000
Appoint a qualified person from this woman's religious group to a supervisory job.	South Africa	United States	0.05	0.713

Leadership across Differences

	Germany	0.45	0.021
	Spain	0.08	0.483
	France	-0.23	0.294
	Jordan	1.23	0.000
Appoint a qualified person from France to this woman's religious group to a supervisory job.	United States	0.28	0.197
	Germany	0.68	0.009
	Spain	0.32	0.135
	South Africa	0.23	0.294
	Jordan	1.47	0.000
Appoint a qualified person from Jordan to this woman's religious group to a supervisory job.	United States	-1.18	0.000
	Germany	-0.79	0.000
	Spain	-1.15	0.000
	South Africa	-1.23	0.000
	France	-1.47	0.000
Initiate team building exercises among members of different religious groups.	United States	0.02	0.848
	Germany	0.02	0.848
	Spain	-0.23	0.006
	South Africa	-0.07	0.516
	France	-0.45	0.000
	Singapore	0.30	0.003
	India	-0.37	0.000
	Jordan	0.27	0.010
	Japan	-0.11	0.166
	Scotland	0.08	0.362
Initiate team building exercises among members of different religious groups.	United States	-0.02	0.848
	Germany	-0.02	0.848
	Spain	-0.24	0.022
	South Africa	-0.08	0.497
	France	-0.46	0.000
	Singapore	0.28	0.019
	India	-0.39	0.000
	Jordan	0.25	0.041
	Japan	-0.13	0.217
	Scotland	0.06	0.561
Initiate team building exercises among members of different religious groups.	United States	0.23	0.006
	Germany	0.24	0.022
	South Africa	0.16	0.199
	France	-0.22	0.060
	Singapore	0.52	0.000
	India	-0.15	0.169

Leadership across Differences

	Jordan	0.49	0.000
	Japan	0.11	0.287
	Scotland	0.31	0.005
Initiate team building exercises South Africa members of different religious groups.	United States	0.07	0.516
	Germany	0.08	0.497
	Spain	-0.16	0.199
	France	-0.38	0.005
	Singapore	0.37	0.007
	India	-0.31	0.015
	Jordan	0.34	0.015
	Japan	-0.05	0.705
	Scotland	0.15	0.241
Initiate team building exercises France members of different religious groups.	United States	0.45	0.000
	Germany	0.46	0.000
	Spain	0.22	0.060
	South Africa	0.38	0.005
	Singapore	0.74	0.000
	India	0.07	0.545
	Jordan	0.71	0.000
	Japan	0.33	0.005
	Scotland	0.53	0.000
Initiate team building exercises Singapore members of different religious groups.	United States	-0.30	0.003
	Germany	-0.28	0.019
	Spain	-0.52	0.000
	South Africa	-0.37	0.007
	France	-0.74	0.000
	India	-0.67	0.000
	Jordan	-0.03	0.821
	Japan	-0.41	0.001
	Scotland	-0.22	0.076
Initiate team building exercises India members of different religious groups.	United States	0.37	0.000
	Germany	0.39	0.000
	Spain	0.15	0.169
	South Africa	0.31	0.015
	France	-0.07	0.545
	Singapore	0.67	0.000
	Jordan	0.64	0.000
	Japan	0.26	0.017
	Scotland	0.45	0.000

Leadership across Differences

Initiate team building exercises for members of different religious groups.	United States	-0.27	0.010
	Germany	-0.25	0.041
	Spain	-0.49	0.000
	South Africa	-0.34	0.015
	France	-0.71	0.000
	Singapore	0.03	0.821
	India	-0.64	0.000
	Japan	-0.38	0.002
Initiate team building exercises for members of different religious groups.	Scotland	-0.19	0.136
	United States	0.11	0.166
	Germany	0.13	0.217
	Spain	-0.11	0.287
	South Africa	0.05	0.705
	France	-0.33	0.005
	Singapore	0.41	0.001
	India	-0.26	0.017
Initiate team building exercises for members of different religious groups.	Jordan	0.38	0.002
	Scotland	0.19	0.074
	United States	-0.08	0.362
	Germany	-0.06	0.561
	Spain	-0.31	0.005
	South Africa	-0.15	0.241
	France	-0.53	0.000
	Singapore	0.22	0.076
Initiate coaching for the woman who sent the e-mail.	India	-0.45	0.000
	Jordan	0.19	0.136
	Japan	-0.19	0.074
	Germany	-0.89	0.000
	Spain	-0.93	0.000
	South Africa	-0.53	0.000
	France	-0.30	0.003
	Singapore	-0.12	0.239
Initiate coaching for the woman who sent the e-mail.	India	-0.26	0.002
	Jordan	-0.45	0.000
	Japan	0.16	0.060
	Scotland	-0.10	0.278
	United States	0.89	0.000
	Spain	-0.04	0.679
	South Africa	0.36	0.003
	France	0.59	0.000

Leadership across Differences

	Singapor e	0.77	0.000
	India	0.63	0.000
	Jor dan	0.45	0.000
	Japan	1.05	0.000
	Scotl and	0.80	0.000
Initiate coaching for the woma Spain who sent the-mail .	United States	0.93	0.000
	Ger many	0.04	0.679
	South Afr ica	0.40	0.001
	Fr ance	0.63	0.000
	Singapor e	0.82	0.000
	India	0.67	0.000
	Jor dan	0.49	0.000
	Japan	1.09	0.000
	Scotl and	0.84	0.000
Initiate coaching for the woma South Afr ica who sent the-mail .	United States	0.53	0.000
	Ger many	-0.36	0.003
	Spain	-0.40	0.001
	Fr ance	0.23	0.088
	Singapor e	0.41	0.002
	India	0.27	0.034
	Jor dan	0.08	0.542
	Japan	0.68	0.000
	Scotl and	0.43	0.001
Initiate coaching for the woma France who sent the-mail .	United States	0.30	0.003
	Ger many	-0.59	0.000
	Spain	-0.63	0.000
	South Afr ica	-0.23	0.088
	Singapor e	0.18	0.164
	India	0.04	0.769
	Jor dan	-0.15	0.276
	Japan	0.46	0.000
	Scotl and	0.20	0.095
Initiate coaching for the woma Singapor e who sent the-mail .	United States	0.12	0.239
	Ger many	-0.77	0.000
	Spain	-0.82	0.000
	South Afr ica	-0.41	0.002
	Fr ance	-0.18	0.164
	India	-0.15	0.227
	Jor dan	-0.33	0.014
	Japan	0.27	0.022
	Scotl and	0.02	0.857
Initiate coaching for the woman India who sent the-mail .	United States	0.26	0.002

Leadership across Differences

	Germany	-0.63	0.000
	Spain	-0.67	0.000
	South Africa	-0.27	0.034
	France	-0.04	0.769
	Singapore	0.15	0.227
	Jordan	-0.18	0.145
	Japan	0.42	0.000
	Scotland	0.17	0.131
Initiate coaching for the woman who sent the e-mail.	United States	0.45	0.000
	Germany	-0.45	0.000
	Spain	-0.49	0.000
	South Africa	-0.08	0.542
	France	0.15	0.276
	Singapore	0.33	0.014
	India	0.18	0.145
	Japan	0.60	0.000
	Scotland	0.35	0.005
Initiate coaching for the woman who sent the e-mail.	United States	-0.16	0.060
	Germany	-1.05	0.000
	Spain	-1.09	0.000
	South Africa	-0.68	0.000
	France	-0.46	0.000
	Singapore	-0.27	0.022
	India	-0.42	0.000
	Jordan	-0.60	0.000
	Scotland	-0.25	0.021
Initiate coaching for the woman who sent the e-mail.	United States	0.10	0.278
	Germany	-0.80	0.000
	Spain	-0.84	0.000
	South Africa	-0.43	0.001
	France	-0.20	0.095
	Singapore	-0.02	0.857
	India	-0.17	0.131
	Jordan	-0.35	0.005
	Japan	0.25	0.021
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.30	0.003
	Germany	-0.30	0.003
	Spain	-0.58	0.000
	South Africa	-0.74	0.000
	France	0.26	0.036
	Singapore	0.11	0.354
	India	0.56	0.000
	Jordan	0.38	0.003
	Japan	0.21	0.038

Leadership across Differences

	Scotland	-0.40	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	0.30	0.003
	Spain	-0.28	0.033
	South Africa	-0.44	0.004
	France	0.56	0.000
	Singapore	0.42	0.005
	India	0.87	0.000
	Jordan	0.68	0.000
	Japan	0.51	0.000
	Scotland	-0.09	0.483
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	0.58	0.000
	Germany	0.28	0.033
	South Africa	-0.16	0.288
	France	0.84	0.000
	Singapore	0.39	0.000
	India	1.14	0.000
	Jordan	0.96	0.000
	Japan	0.79	0.000
	Scotland	0.18	0.176
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	0.74	0.000
	Germany	0.44	0.004
	Spain	0.16	0.288
	France	1.00	0.000
	Singapore	0.85	0.000
	India	1.30	0.000
	Jordan	1.12	0.000
	Japan	0.95	0.000
	Scotland	0.34	0.029
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.26	0.036
	Germany	-0.56	0.000
	Spain	-0.84	0.000
	South Africa	-1.00	0.000
	Singapore	-0.14	0.374
	India	0.30	0.043
	Jordan	0.12	0.463
	Japan	-0.05	0.748
	Scotland	-0.66	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.11	0.354

Leadership across Differences

	Germany	-0.42	0.005
	Spain	-0.69	0.000
	South Africa	-0.85	0.000
	France	0.14	0.374
	India	0.45	0.003
	Jordan	0.27	0.108
	Japan	0.10	0.507
	Scotland	-0.51	0.001
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.56	0.000
	Germany	-0.87	0.000
	Spain	-1.14	0.000
	South Africa	-1.30	0.000
	France	-0.30	0.043
	Singapore	-0.45	0.003
	Jordan	-0.18	0.235
	Japan	-0.35	0.009
	Scotland	-0.96	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.38	0.003
	Germany	-0.68	0.000
	Spain	-0.96	0.000
	South Africa	-1.12	0.000
	France	-0.12	0.463
	Singapore	-0.27	0.108
	India	0.18	0.235
	Japan	-0.17	0.262
	Scotland	-0.78	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	-0.21	0.038
	Germany	-0.51	0.000
	Spain	-0.79	0.000
	South Africa	-0.95	0.000
	France	0.05	0.748
	Singapore	-0.10	0.507
	India	0.35	0.009
	Jordan	0.17	0.262
	Scotland	-0.61	0.000
Develop a policy that threatens anyone with immediate termination for proselytizing.	United States	0.40	0.000
	Germany	0.09	0.483
	Spain	-0.18	0.176
	South Africa	-0.34	0.029
	France	0.66	0.000

Leadership across Differences

	Singapore	0.51	0.001
	India	0.96	0.000
	Jordan	0.78	0.000
	Japan	0.61	0.000
Develop a policy that threatens anyone with legal action for proselytizing.	United States	0.09	0.701
	Spain	0.13	0.317
	South Africa	-0.07	0.686
	France	0.69	0.008
	Jordan	1.27	0.000
Develop a policy that threatens anyone with legal action for proselytizing.	United States	-0.09	0.701
	Spain	0.05	0.833
	South Africa	-0.16	0.526
	France	0.61	0.052
	Jordan	1.18	0.000
Develop a policy that threatens anyone with legal action for proselytizing.	United States	-0.13	0.317
	Germany	-0.05	0.833
	South Africa	-0.21	0.245
	France	0.56	0.028
	Jordan	1.14	0.000
Develop a policy that threatens anyone with legal action for proselytizing.	United States	0.07	0.686
	Germany	0.16	0.526
	Spain	0.21	0.245
	France	0.77	0.008
	Jordan	1.34	0.000
Develop a policy that threatens anyone with legal action for proselytizing.	United States	-0.69	0.008
	Germany	-0.61	0.052
	Spain	-0.56	0.028
	South Africa	-0.77	0.008
	Jordan	0.58	0.030
Develop a policy that threatens anyone with legal action for proselytizing.	United States	-1.27	0.000
	Germany	-1.18	0.000
	Spain	-1.14	0.000
	South Africa	-1.34	0.000
	France	-0.58	0.030

Leadership across Differences

Establish an independent office to handle such incidents.	United States	Germany	-0.19	0.035
		Spain	-0.89	0.000
		South Africa	-0.56	0.000
		France	-0.59	0.000
		Singapore	-0.29	0.008
		India	-0.24	0.010
		Jordan	-0.18	0.107
		Japan	0.15	0.103
		Scotland	-0.26	0.006
Establish an independent office to handle such incidents.	Germany	United States	0.19	0.035
		Spain	-0.70	0.000
		South Africa	-0.37	0.006
		France	-0.40	0.002
		Singapore	-0.10	0.451
		India	-0.05	0.666
		Jordan	0.01	0.935
		Japan	0.34	0.003
		Scotland	-0.37	0.556
Establish an independent office to handle such incidents.	Spain	United States	0.89	0.000
		Germany	0.70	0.000
		South Africa	0.33	0.012
		France	0.30	0.018
		Singapore	0.60	0.000
		India	0.65	0.000
		Jordan	0.71	0.000
		Japan	1.04	0.000
		Scotland	0.63	0.000
Establish an independent office to handle such incidents.	South Africa	United States	0.56	0.000
		Germany	0.37	0.006
		Spain	-0.33	0.012
		France	-0.03	0.846
		Singapore	0.27	0.064
		India	0.32	0.020
		Jordan	0.38	0.011
		Japan	0.71	0.000
		Scotland	0.30	0.028
Establish an independent office to handle such incidents.	France	United States	0.59	0.000
		Germany	0.40	0.002
		Spain	-0.30	0.018
		South Africa	0.03	0.846
		Singapore	0.30	0.035
		India	0.35	0.009
		Jordan	0.41	0.005

Leadership across Differences

	Japan	0.73	0.000
	Scotland	0.33	0.013
Establish an independent office in Singapore and handle such incidents.	United States	0.29	0.008
	Germany	0.10	0.451
	Spain	-0.60	0.000
	South Africa	-0.27	0.064
	France	-0.30	0.035
	India	0.05	0.725
	Jordan	0.11	0.456
	Japan	0.43	0.001
	Scotland	0.03	0.832
Establish an independent office in India and handle such incidents.	United States	0.24	0.010
	Germany	0.05	0.666
	Spain	-0.65	0.000
	South Africa	-0.32	0.020
	France	-0.35	0.009
	Singapore	-0.05	0.725
	Jordan	0.06	0.648
	Japan	0.39	0.001
	Scotland	-0.02	0.878
Establish an independent office in Jordan and handle such incidents.	United States	0.18	0.107
	Germany	-0.01	0.935
	Spain	-0.71	0.000
	South Africa	-0.38	0.011
	France	-0.41	0.005
	Singapore	-0.11	0.456
	India	-0.06	0.648
	Japan	0.33	0.013
	Scotland	-0.08	0.553
Establish an independent office in Japan and handle such incidents.	United States	-0.15	0.103
	Germany	-0.34	0.003
	Spain	-1.04	0.000
	South Africa	-0.71	0.000
	France	-0.73	0.000
	Singapore	-0.43	0.001
	India	-0.39	0.001
	Jordan	-0.33	0.013
	Scotland	-0.41	0.001
Establish an independent office in Scotland and handle such incidents.	United States	0.26	0.006
	Germany	0.07	0.556
	Spain	-0.63	0.000
	South Africa	-0.30	0.028

Leadership across Differences

	France	-0.33	0.013
	Singapore	-0.03	0.832
	India	0.02	0.878
	Jordan	0.08	0.553
	Japan	0.41	0.001
Stop hiring so many people from United States this woman's religious group.	Germany	0.53	0.002
	Spain	0.23	0.022
	South Africa	0.35	0.003
	France	0.35	0.087
	Jordan	1.25	0.000
Stop hiring so many people from Germany this woman's religious group.	United States	-0.53	0.002
	Spain	-0.30	0.079
	South Africa	-0.18	0.312
	France	-0.19	0.447
	Jordan	0.72	0.000
Stop hiring so many people from Spain this woman's religious group.	United States	-0.23	0.022
	Germany	0.30	0.079
	South Africa	0.12	0.293
	France	0.11	0.567
	Jordan	1.02	0.000
Stop hiring so many people from South Africa this woman's religious group.	United States	-0.35	0.003
	Germany	0.18	0.312
	Spain	-0.12	0.293
	France	0.00	0.988
	Jordan	0.90	0.000
Stop hiring so many people from France this woman's religious group.	United States	-0.35	0.087
	Germany	0.19	0.447
	Spain	-0.11	0.567
	South Africa	0.00	0.988
	Jordan	0.91	0.000
Stop hiring so many people from Jordan this woman's religious group.	United States	-1.25	0.000
	Germany	-0.72	0.000
	Spain	-1.02	0.000
	South Africa	-0.90	0.000
	France	-0.91	0.000
Conduct a best practices survey develop recommendations based on what other organizations do	United States		
	Germany	-0.12	0.123
	Spain	-0.32	0.000
	South Africa	-0.03	0.768

Leadership across Differences

	France	-0.25	0.005
	Singapore	-0.16	0.069
	India	-0.47	0.000
	Jordan	-0.30	0.001
	Japan	0.16	0.037
	Scotland	0.03	0.708
Conduct a best practices survey Germany develop recommendations based on what other organizations do.	United States	0.12	0.123
	Spain	-0.21	0.030
	South Africa	0.09	0.426
	France	-0.14	0.200
	Singapore	-0.05	0.659
	India	-0.35	0.000
	Jordan	-0.19	0.092
	Japan	0.27	0.004
	Scotland	0.15	0.142
Conduct a best practices survey Spain develop recommendations based on what other organizations do.	United States	0.32	0.000
	Germany	0.21	0.030
	South Africa	0.30	0.008
	France	0.07	0.516
	Singapore	0.16	0.139
	India	-0.15	0.137
	Jordan	0.02	0.846
	Japan	0.48	0.000
	Scotland	0.35	0.000
Conduct a best practices survey South Africa develop recommendations based on what other organizations do.	United States	0.03	0.768
	Germany	-0.09	0.426
	Spain	-0.30	0.008
	France	-0.23	0.063
	Singapore	-0.14	0.264
	India	-0.44	0.000
	Jordan	-0.28	0.027
	Japan	0.18	0.098
	Scotland	0.06	0.613
Conduct a best practices survey France develop recommendations based on what other organizations do.	United States	0.25	0.005
	Germany	0.14	0.200
	Spain	-0.07	0.516
	South Africa	0.23	0.063
	Singapore	0.09	0.448
	India	-0.22	0.050
	Jordan	-0.05	0.689

Leadership across Differences

	Japan	0.41	0.000
	Scotland	0.28	0.010
Conduct a best practices survey Singapore develop recommendations based on what other organizations do	United States	0.16	0.069
	Germany	0.05	0.659
	Spain	-0.16	0.139
	South Africa	0.14	0.264
	France	-0.09	0.448
	India	-0.31	0.006
	Jordan	-0.14	0.254
	Japan	0.32	0.003
	Scotland	0.19	0.081
Conduct a best practices survey India develop recommendations based on what other organizations do	United States	0.47	0.000
	Germany	0.35	0.000
	Spain	0.15	0.137
	South Africa	0.44	0.000
	France	0.22	0.050
	Singapore	0.31	0.006
	Jordan	0.17	0.138
	Japan	0.63	0.000
	Scotland	0.50	0.000
Conduct a best practices survey Jordan develop recommendations based on what other organizations do.	United States	0.30	0.001
	Germany	0.19	0.092
	Spain	-0.02	0.846
	South Africa	0.28	0.027
	France	0.05	0.689
	Singapore	0.14	0.254
	India	-0.17	0.138
	Japan	0.46	0.000
	Scotland	0.33	0.003
Conduct a best practices survey Japan develop recommendations based on what other organizations do	United States	-0.16	0.037
	Germany	-0.27	0.004
	Spain	-0.48	0.000
	South Africa	-0.18	0.098
	France	-0.41	0.000
	Singapore	-0.32	0.003
	India	-0.63	0.000
	Jordan	-0.46	0.000
	Scotland	-0.13	0.206
Conduct a best practices survey Scotland	United States	-0.03	0.708

Leadership across Differences

develop recommendations based on what other organizations do.

Germany	-0.15	0.142
Spain	-0.35	0.000
South Africa	-0.06	0.613
France	-0.28	0.010
Singapore	-0.19	0.081
India	-0.50	0.000
Jordan	-0.33	0.003
Japan	0.13	0.206

Hold training programs to teach members of different religious groups how to work together without disruption.

United States	-0.31	0.002
Spain	-0.12	0.210
South Africa	-0.06	0.561
France	-0.52	0.008
Jordan	-0.08	0.476

Hold training programs to teach members of different religious groups how to work together without disruption.

Germany	0.31	0.002
United States	0.31	0.002
Spain	0.18	0.041
South Africa	0.24	0.023
France	-0.21	0.268
Jordan	0.23	0.032

Hold training programs to teach members of different religious groups how to work together without disruption.

United States	0.12	0.210
Germany	-0.18	0.041
South Africa	0.06	0.590
France	-0.40	0.038
Jordan	0.04	0.686

Hold training programs to teach members of different religious groups how to work together without disruption.

United States	0.06	0.561
Germany	-0.24	0.023
Spain	-0.06	0.590
France	-0.45	0.023
Jordan	-0.01	0.904

Hold training programs to teach members of different religious groups how to work together without disruption.

United States	0.52	0.008
Germany	0.21	0.268
Spain	0.40	0.038

Leadership across Differences

	South Africa	0.45	0.023
	Jordan	0.44	0.027
Hold training programs to teach members of different religious groups how to work together without disruption.	United States	0.08	0.476
	Germany	-0.23	0.032
	Spain	-0.04	0.686
	South Africa	0.01	0.904
	France	-0.44	0.027
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	-0.43	0.000
	Singapore	-0.02	0.856
	India	-0.56	0.000
	Japan	-0.04	0.621
	Scotland	-0.06	0.376
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	0.43	0.000
	Singapore	0.41	0.002
	India	-0.13	0.299
	Japan	0.39	0.002
	Scotland	0.35	0.006
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	0.02	0.856
	France	-0.41	0.002
	India	-0.54	0.000
	Japan	-0.02	0.843
	Scotland	-0.06	0.616
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	0.56	0.000
	France	0.13	0.299
	Singapore	0.54	0.000
	Japan	0.52	0.000
	Scotland	0.48	0.000
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	0.04	0.621
	France	-0.39	0.002

Leadership across Differences

	Singapore	0.02	0.843
	India	-0.52	0.000
	Scotland	-0.04	0.728
Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	United States	0.08	0.376
	France	-0.35	0.006
	Singapore	0.06	0.616
	India	-0.48	0.000
	Japan	0.04	0.728
Acknowledge the grievances of those who were offended.	United States	-0.25	0.143
	Spain	-0.97	0.000
	South Africa	-0.18	0.120
	France	-1.70	0.000
	Jordan	-0.56	0.000
Acknowledge the grievances of those who were offended.	United States	0.25	0.143
	Spain	-0.72	0.000
	South Africa	0.07	0.691
	France	-1.45	0.000
	Jordan	-0.31	0.083
Acknowledge the grievances of those who were offended.	United States	0.97	0.000
	Germany	0.72	0.000
	South Africa	0.79	0.000
	France	-0.73	0.000
	Jordan	0.41	0.000
Acknowledge the grievances of those who were offended.	United States	0.18	0.120
	Germany	-0.07	0.691
	Spain	-0.79	0.000
	France	-1.52	0.000
	Jordan	-0.38	0.002
Acknowledge the grievances of those who were offended.	United States	1.70	0.000
	Germany	1.45	0.000
	Spain	0.73	0.000
	South Africa	1.52	0.000
	Jordan	1.14	0.000
Acknowledge the grievances of those who were offended.	United States	0.56	0.000
	Germany	0.31	0.083
	Spain	-0.41	0.000
	South Africa	0.38	0.002

Leadership across Differences

		France	-1.14	0.000
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	United States	Germany	0.75	0.000
		Spain	0.24	0.006
		South Africa	0.30	0.010
		France	0.35	0.002
		Singapore	0.42	0.000
		India	0.00	0.973
		Jordan	0.43	0.000
		Japan	0.01	0.893
		Scotland	0.15	0.122
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Germany	United States	-0.75	0.000
		Spain	-0.51	0.000
		South Africa	-0.46	0.001
		France	-0.41	0.002
		Singapore	-0.34	0.011
		India	-0.76	0.000
		Jordan	-0.33	0.015
		Japan	-0.74	0.000
		Scotland	-0.60	0.000
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Spain	United States	-0.24	0.006
		Germany	0.51	0.000
		South Africa	0.05	0.700
		France	0.10	0.429
		Singapore	0.17	0.180
		India	-0.25	0.035
		Jordan	0.18	0.164
		Japan	-0.23	0.042
		Scotland	-0.09	0.431
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	South Africa	United States	-0.30	0.010
		Germany	0.46	0.001
		Spain	-0.05	0.700
		France	0.05	0.731
		Singapore	0.12	0.406

Leadership across Differences

	India	-0.30	0.029
	Jordan	0.13	0.376
	Japan	-0.28	0.035
	Scotland	-0.15	0.295
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	France		
	United States	-0.35	0.002
	Germany	0.41	0.002
	Spain	-0.10	0.429
	South Africa	-0.05	0.731
	Singapore	0.07	0.615
	India	-0.35	0.008
	Jordan	0.08	0.573
	Japan	-0.33	0.010
	Scotland	-0.20	0.145
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Singapore		
	United States	-0.42	0.000
	Germany	0.34	0.011
	Spain	-0.17	0.180
	South Africa	-0.12	0.406
	France	-0.07	0.615
	India	-0.42	0.002
	Jordan	0.01	0.946
	Japan	-0.41	0.002
	Scotland	-0.27	0.048
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	India		
	United States	0.00	0.973
	Germany	0.76	0.000
	Spain	0.25	0.035
	South Africa	0.30	0.029
	France	0.35	0.008
	Singapore	0.42	0.002
	Jordan	0.43	0.002
	Japan	0.02	0.896
	Scotland	0.15	0.212
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Jordan		
	United States	-0.43	0.000
	Germany	0.33	0.015

Leadership across Differences

		Spain	-0.18	0.164
		South Africa	-0.13	0.376
		France	-0.08	0.573
		Singapore	-0.01	0.946
		India	-0.43	0.002
		Japan	-0.42	0.002
		Scotland	-0.28	0.044
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Japan	United States	-0.01	0.893
		Germany	0.74	0.000
		Spain	0.23	0.042
		South Africa	0.28	0.035
		France	0.33	0.010
		Singapore	0.41	0.002
		India	-0.02	0.896
		Jordan	0.42	0.002
		Scotland	0.14	0.251
Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	Scotland	United States	-0.15	0.122
		Germany	0.60	0.000
		Spain	0.09	0.431
		South Africa	0.15	0.295
		France	0.20	0.145
		Singapore	0.27	0.048
		India	-0.15	0.212
		Jordan	0.28	0.044
		Japan	-0.14	0.251
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	United States	Germany	0.16	0.039
		Spain	0.31	0.000
		South Africa	0.34	0.000
		France	0.02	0.798
		Singapore	0.47	0.000
		India	-0.09	0.292
		Jordan	0.38	0.000
		Japan	-0.04	0.648
		Scotland	0.00	0.993
Organize more meetings and social gatherings so that members of different religious groups	Germany	United States	-0.16	0.039

Leadership across Differences

get to know one another as individuals.

Spain	0.15	0.131
South Africa	0.18	0.114
France	-0.14	0.219
Singapore	0.30	0.007
India	-0.25	0.015
Jordan	0.22	0.058
Japan	-0.20	0.047
Scotland	-0.16	0.121

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

United States	-0.31	0.000

Germany	-0.15	0.131
South Africa	0.03	0.767
France	-0.29	0.010
Singapore	0.16	0.159
India	-0.40	0.000
Jordan	0.07	0.541
Japan	-0.35	0.000
Scotland	-0.31	0.003

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

United States	-0.34	0.000

Germany	-0.18	0.114
Spain	-0.03	0.767
France	-0.32	0.011
Singapore	0.12	0.332
India	-0.43	0.000
Jordan	0.04	0.782
Japan	-0.38	0.001
Scotland	-0.34	0.004

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.

United States	-0.02	0.798

Germany	0.14	0.219
Spain	0.29	0.010
South Africa	0.32	0.011
Singapore	0.44	0.000
India	-0.11	0.337
Jordan	0.36	0.005
Japan	-0.06	0.594
Scotland	-0.02	0.841

Leadership across Differences

Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Singapore	United States	-0.47	0.000
	Germany		-0.30	0.007
	Spain		-0.16	0.159
	South Africa		-0.12	0.332
	France		-0.44	0.000
	India		-0.55	0.000
	Jordan		-0.09	0.488
	Japan		-0.50	0.000
	Scotland		-0.47	0.000
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	India	United States	0.09	0.292
	Germany		0.25	0.015
	Spain		0.40	0.000
	South Africa		0.43	0.000
	France		0.11	0.337
	Singapore		0.55	0.000
	Jordan		0.46	0.000
	Japan		0.05	0.620
	Scotland		0.09	0.415
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Jordan	United States	-0.38	0.000
	Germany		-0.22	0.058
	Spain		-0.07	0.541
	South Africa		-0.04	0.782
	France		-0.36	0.005
	Singapore		0.09	0.488
	India		-0.46	0.000
	Japan		-0.41	0.000
	Scotland		-0.38	0.001
Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Japan	United States	0.04	0.648
	Germany		0.20	0.047
	Spain		0.35	0.000
	South Africa		0.38	0.001
	France		0.06	0.594
	Singapore		0.50	0.000
	India		-0.05	0.620

Leadership across Differences

		Jor dan	0.41	0.000
		Scot l and	0.04	0.726
Or ganize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	Scot l and	United States	0.00	0.993
		Ger many	0.16	0.121
		Spain	0.31	0.003
		South Afr ica	0.34	0.004
		Fr ance	0.02	0.841
		Singapor e	0.47	0.000
		India	-0.09	0.415
		Jor dan	0.38	0.001
		Japan	-0.04	0.726
Showcase areas of the organization where members of different religious groups work together effectively.	United States	Ger many	0.10	0.565
		Spain	0.37	0.000
		South Afr ica	0.41	0.001
		Fr ance	0.40	0.054
		Jor dan	0.22	0.059
Showcase areas of the organization where members of different religious groups work together effectively.	Ger many	United States	-0.10	0.565
		Spain	0.27	0.105
		South Afr ica	0.31	0.089
		Fr ance	0.30	0.226
		Jor dan	0.12	0.493
Showcase areas of the organization where members of different religious groups work together effectively.	Spain	United States	-0.37	0.000
		Ger many	-0.27	0.105
		South Afr ica	0.03	0.780
		Fr ance	0.02	0.902
		Jor dan	-0.15	0.170
Showcase areas of the organization where members of different religious groups work together effectively.	South Afr ica	United States	-0.41	0.001
		Ger many	-0.31	0.089
		Spain	-0.03	0.780
		Fr ance	-0.01	0.977
		Jor dan	-0.18	0.145

Leadership across Differences

Showcase areas of the organization where members of different religious groups work together effectively.	France	United States	-0.40	0.054
		Germany	-0.30	0.226
		Spain	-0.02	0.902
		South Africa	0.01	0.977
		Jordan	-0.18	0.403
Showcase areas of the organization where members of different religious groups work together effectively.	Jordan	United States	-0.22	0.059
		Germany	-0.12	0.493
		Spain	0.15	0.170
		South Africa	0.18	0.145
		France	0.18	0.403
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	United States	Germany	0.24	0.009
		Spain	-0.24	0.006
		South Africa	0.21	0.064
		France	-0.87	0.000
		Singapore	0.27	0.015
		India	0.14	0.148
		Jordan	0.74	0.000
		Japan	0.34	0.000
		Scotland	0.13	0.160
Establish a reward system for Germany high-performing work groups where differences between religious groups don't get in the way.		United States	-0.24	0.009
		Spain	-0.48	0.000
		South Africa	-0.03	0.840
		France	-1.10	0.000
		Singapore	0.03	0.825
		India	-0.10	0.391
		Jordan	0.50	0.000
		Japan	0.11	0.354
		Scotland	-0.10	0.391
Establish a reward system for Spain high-performing work groups where differences between religious groups don't get in the way.		United States	0.24	0.006
		Germany	0.48	0.000
		South Africa	0.45	0.001

Leadership across Differences

	France	-0.62	0.000
	Singapore	0.51	0.000
	India	0.38	0.001
	Jordan	0.98	0.000
	Japan	0.59	0.000
	Scotland	0.38	0.001
Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	South Africa		
	United States	-0.21	0.064
	Germany	0.03	0.840
	Spain	-0.45	0.001
	France	-1.08	0.000
	Singapore	0.06	0.703
	India	-0.07	0.586
	Jordan	0.53	0.000
	Japan	0.13	0.316
	Scotland	-0.03	0.583
Establish a reward system for France high-performing work groups where differences between religious groups don't get in the way.	United States	0.87	0.000
	Germany	1.10	0.000
	Spain	0.62	0.000
	South Africa	1.08	0.000
	Singapore	1.13	0.000
	India	1.00	0.000
	Jordan	1.61	0.000
	Japan	1.21	0.000
	Scotland	1.00	0.000
Establish a reward system for Singapore high-performing work groups where differences between religious groups don't get in the way.	United States	-0.27	0.015
	Germany	-0.03	0.825
	Spain	-0.51	0.000
	South Africa	-0.06	0.703
	France	-1.13	0.000
	India	-0.13	0.325
	Jordan	0.47	0.001
	Japan	0.08	0.548
	Scotland	-0.13	0.325
Establish a reward system for India high-performing work groups where differences between religious groups don't get in the way.	United States	-0.14	0.148

Leadership across Differences

way.

Germany	0.10	0.391
Spain	-0.38	0.001
South Africa	0.07	0.586
France	-1.00	0.000
Singapore	0.13	0.325
Jordan	0.60	0.000
Japan	0.21	0.076
Scotland	0.00	0.991

Establish a reward system for Jordan high-performing work groups where differences between religious groups don't get in the way.

United States	-0.74	0.000

Germany	-0.50	0.000
Spain	-0.98	0.000
South Africa	-0.53	0.000
France	-1.61	0.000
Singapore	-0.47	0.001
India	-0.50	0.000
Japan	-0.40	0.003
Scotland	-0.61	0.000

Establish a reward system for Japan high-performing work groups where differences between religious groups don't get in the way.

United States	-0.34	0.000

Germany	-0.11	0.354
Spain	-0.59	0.000
South Africa	-0.13	0.316
France	-1.21	0.000
Singapore	-0.08	0.548
India	-0.21	0.076
Jordan	0.40	0.003
Scotland	-0.21	0.078

Establish a reward system for Scotland high-performing work groups where differences between religious groups don't get in the way.

United States	-0.13	0.160

Germany	0.10	0.391
Spain	-0.38	0.001
South Africa	0.08	0.583
France	-1.00	0.000
Singapore	0.13	0.325
India	0.00	0.991
Jordan	0.61	0.000
Japan	0.21	0.078

Make sure that all supervisors: United States Germany

-0.09	0.178

Leadership across Differences

managers are treating people
all religious groups with respect on
a daily basis.

Spain	-0.14	0.028
South Africa	0.02	0.792
France	-0.24	0.001
Singapore	-0.44	0.000
India	-1.19	0.000
Jordan	-0.20	0.012
Japan	-0.28	0.000
Scotland	-0.09	0.169

Make sure that all supervisors:
managers are treating people from
all religious groups with respect on
a daily basis.

United States	0.09	0.178

Spain	-0.05	0.523
South Africa	0.11	0.255
France	-0.16	0.081
Singapore	-0.35	0.000
India	-1.11	0.000
Jordan	-0.11	0.228
Japan	-0.19	0.018
Scotland	-0.01	0.940

Make sure that all supervisors:
managers are treating people from
all religious groups with respect on
a daily basis.

United States	0.14	0.028

Germany	0.05	0.523
South Africa	0.16	0.089
France	-0.11	0.231
Singapore	-0.30	0.001
India	-1.06	0.000
Jordan	-0.06	0.504
Japan	-0.14	0.079
Scotland	0.04	0.587

Make sure that all supervisors:
managers are treating people from
all religious groups with respect on
a daily basis.

United States	-0.02	0.792

Germany	-0.11	0.255
Spain	-0.16	0.089
France	-0.27	0.010
Singapore	-0.46	0.000
India	-1.21	0.000
Jordan	-0.22	0.036
Japan	-0.30	0.001
Scotland	-0.11	0.239

Make sure that all supervisors:
managers are treating people

United States	0.24	0.001

Leadership across Differences

all religious groups with respect on a daily basis.

Germany	0.16	0.081
Spain	0.11	0.231
South Africa	0.27	0.010
Singapore	-0.20	0.051
India	-0.95	0.000
Jordan	0.05	0.657
Japan	-0.03	0.721
Scotland	0.15	0.102

Make sure that all supervisors: Singapore managers are treating people from all religious groups with respect on a daily basis.

United States	0.44	0.000
Germany	0.35	0.000
Spain	0.30	0.001
South Africa	0.46	0.000
France	0.20	0.051
India	-0.75	0.000
Jordan	0.24	0.019
Japan	0.16	0.073
Scotland	0.35	0.000

Make sure that all supervisors: India managers are treating people from all religious groups with respect on a daily basis.

United States	1.19	0.000
Germany	1.11	0.000
Spain	1.06	0.000
South Africa	1.21	0.000
France	0.95	0.000
Singapore	0.75	0.000
Jordan	0.99	0.000
Japan	0.92	0.000
Scotland	1.10	0.000

Make sure that all supervisors: Jordan managers are treating people from all religious groups with respect on a daily basis.

United States	0.20	0.012
Germany	0.11	0.228
Spain	0.06	0.504
South Africa	0.22	0.036
France	-0.05	0.657
Singapore	-0.24	0.019
India	-0.99	0.000
Japan	-0.08	0.405
Scotland	0.11	0.266

Make sure that all supervisors: Japan managers are treating people from all religious groups with respect

United States	0.28	0.000

Leadership across Differences

a daily basis.

Germany	0.19	0.018
Spain	0.14	0.079
South Africa	0.30	0.001
France	0.03	0.721
Singapore	-0.16	0.073
India	-0.92	0.000
Jordan	0.08	0.405
Scotland	0.18	0.027

Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.

United States	0.09	0.169

Germany	0.01	0.940
Spain	-0.04	0.587
South Africa	0.11	0.239
France	-0.15	0.102
Singapore	-0.35	0.000
India	-1.10	0.000
Jordan	-0.11	0.266
Japan	-0.18	0.027

Develop policies and procedures to insure that all religious groups are treated equally.

United States	Germany	-0.26	0.000

Spain	-0.17	0.015
South Africa	0.04	0.623
France	-0.63	0.000
Singapore	-0.34	0.000
India	-1.10	0.000
Jordan	-0.28	0.001
Japan	-0.34	0.000
Scotland	-0.03	0.696

Develop policies and procedures to insure that all religious groups are treated equally.

United States	Germany	0.26	0.000

Spain	0.09	0.311
South Africa	0.30	0.004
France	-0.37	0.000
Singapore	-0.08	0.440
India	-0.84	0.000
Jordan	-0.02	0.822
Japan	-0.08	0.361
Scotland	0.23	0.014

Develop policies and procedures to insure that all religious groups are treated equally.

United States	Spain	0.17	0.015

Germany	-0.09	0.311
South Africa	0.21	0.040

Leadership across Differences

	France	-0.46	0.000
	Singapore	-0.17	0.093
	India	-0.94	0.000
	Jordan	-0.11	0.270
	Japan	-0.17	0.051
	Scotland	0.14	0.128
Develop policies and procedures to insure that all religious groups are treated equally.	United States	-0.04	0.623
	Germany	-0.30	0.004
	Spain	-0.21	0.040
	France	-0.67	0.000
	Singapore	-0.38	0.001
	India	-1.15	0.000
	Jordan	-0.33	0.005
	Japan	-0.39	0.000
	Scotland	-0.07	0.497
Develop policies and procedures to insure that all religious groups are treated equally.	United States	0.63	0.000
	Germany	0.37	0.000
	Spain	0.46	0.000
	South Africa	0.67	0.000
	Singapore	0.29	0.010
	India	-0.48	0.000
	Jordan	0.34	0.003
	Japan	0.28	0.005
	Scotland	0.60	0.000
Develop policies and procedures to insure that all religious groups are treated equally.	United States	0.34	0.000
	Germany	0.08	0.440
	Spain	0.17	0.093
	South Africa	0.38	0.001
	France	-0.29	0.010
	India	-0.77	0.000
	Jordan	0.06	0.629
	Japan	0.00	0.974
	Scotland	0.31	0.003
Develop policies and procedures to insure that all religious groups are treated equally.	United States	1.10	0.000
	Germany	0.84	0.000
	Spain	0.94	0.000
	South Africa	1.15	0.000
	France	0.48	0.000
	Singapore	0.77	0.000
	Jordan	0.82	0.000

Leadership across Differences

	Japan	0.76	0.000
	Scotland	1.08	0.000
Develop policies and procedures to insure that all religious groups are treated equally.	United States	0.28	0.001
	Germany	0.02	0.822
	Spain	0.11	0.270
	South Africa	0.33	0.005
	France	-0.34	0.003
	Singapore	-0.06	0.629
	India	-0.82	0.000
	Japan	-0.06	0.572
	Scotland	0.25	0.018
Develop policies and procedures to insure that all religious groups are treated equally.	United States	0.34	0.000
	Germany	0.08	0.361
	Spain	0.17	0.051
	South Africa	0.39	0.000
	France	-0.28	0.005
	Singapore	0.00	0.974
	India	-0.76	0.000
	Jordan	0.06	0.572
	Scotland	0.31	0.001
Develop policies and procedures to insure that all religious groups are treated equally.	United States	0.03	0.696
	Germany	-0.23	0.014
	Spain	-0.14	0.128
	South Africa	0.07	0.497
	France	-0.60	0.000
	Singapore	-0.31	0.003
	India	-1.08	0.000
	Jordan	-0.25	0.018
	Japan	-0.31	0.001
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	-0.56	0.000
	Germany	-0.56	0.000
	Spain	-0.42	0.000
	South Africa	-0.15	0.107
	France	-0.31	0.000
	Singapore	-0.47	0.000
	India	-1.02	0.000
	Jordan	-0.31	0.001
	Japan	-0.21	0.004
	Scotland	0.00	0.957

Leadership across Differences

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.56	0.000
	Spain	0.14	0.124
	South Africa	0.41	0.000
	France	0.25	0.018
	Singapore	0.09	0.383
	India	-0.46	0.000
	Jordan	0.25	0.021
	Japan	0.35	0.000
	Scotland	0.56	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.42	0.000
	Germany	-0.14	0.124
	South Africa	0.27	0.012
	France	0.10	0.314
	Singapore	-0.05	0.630
	India	-0.60	0.000
	Jordan	0.11	0.317
	Japan	0.20	0.026
	Scotland	0.42	0.000
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.15	0.107
	Germany	-0.41	0.000
	Spain	-0.27	0.012
	France	-0.16	0.162
	Singapore	-0.32	0.007
	India	-0.87	0.000
	Jordan	-0.16	0.182
	Japan	-0.06	0.553
	Scotland	0.15	0.170
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.31	0.000
	Germany	-0.25	0.018
	Spain	-0.10	0.314
	South Africa	0.16	0.162
	Singapore	-0.15	0.181
	India	-0.71	0.000
	Jordan	0.00	0.979
	Japan	0.10	0.331
	Scotland	0.32	0.003
Develop a comprehensive program	United States	0.47	0.000

Leadership across Differences

of policies, practices, and training for preventing these types of situations in the organization.

Germany	-0.09	0.383
Spain	0.05	0.630
South Africa	0.32	0.007
France	0.15	0.181
India	-0.55	0.000
Jordan	0.16	0.185
Japan	0.25	0.015
Scotland	0.47	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	1.02	0.000

Germany	0.46	0.000
Spain	0.60	0.000
South Africa	0.87	0.000
France	0.71	0.000
Singapore	0.55	0.000
Jordan	0.71	0.000
Japan	0.81	0.000
Scotland	1.02	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.31	0.001

Germany	-0.25	0.021
Spain	-0.11	0.317
South Africa	0.16	0.182
France	0.00	0.979
Singapore	-0.16	0.185
India	-0.71	0.000
Japan	0.10	0.363
Scotland	0.31	0.005

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.21	0.004

Germany	-0.35	0.000
Spain	-0.20	0.026
South Africa	0.06	0.553
France	-0.10	0.331
Singapore	-0.25	0.015
India	-0.81	0.000
Jordan	-0.10	0.363
Scotland	0.22	0.024

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.00	0.957

Leadership across Differences

for preventing these types of situations in the organization.

	Germany	-0.56	0.000
	Spain	-0.42	0.000
	South Africa	-0.15	0.170
	France	-0.32	0.003
	Singapore	-0.47	0.000
	India	-1.02	0.000
	Jordan	-0.31	0.005
	Japan	-0.22	0.024
Privately warn the woman who sent the email that this is unacceptable behavior.	United States		
	Germany	-1.27	0.000
	Spain	-0.25	0.008
	South Africa	-0.48	0.000
	France	-0.04	0.711
	Singapore	-0.22	0.049
	India	-0.43	0.000
	Jordan	0.43	0.000
	Japan	0.14	0.141
	Scotland	-0.05	0.614
Privately warn the woman who sent the email that this is unacceptable behavior.	Germany		
	United States	1.27	0.000
	Spain	1.02	0.000
	South Africa	0.79	0.000
	France	1.23	0.000
	Singapore	1.05	0.000
	India	0.84	0.000
	Jordan	1.71	0.000
	Japan	1.41	0.000
	Scotland	1.22	0.000
Privately warn the woman who sent the email that this is unacceptable behavior.	Spain		
	United States	0.25	0.008
	Germany	-1.02	0.000
	South Africa	-0.23	0.099
	France	0.21	0.126
	Singapore	0.02	0.863
	India	-0.19	0.129
	Jordan	0.68	0.000
	Japan	0.39	0.001
	Scotland	0.20	0.110
Privately warn the woman who sent the email that this is unacceptable behavior.	South Africa		
	United States	0.48	0.000
	Germany	-0.79	0.000
	Spain	0.23	0.099

Leadership across Differences

	France	0.44	0.004
	Singapore	0.25	0.100
	India	0.05	0.752
	Jordan	0.91	0.000
	Japan	0.62	0.000
	Scotland	0.43	0.003
Privately warn the woman who France sent the email that this is unacceptable behavior.	United States	0.04	0.711
	Germany	-1.23	0.000
	Spain	-0.21	0.126
	South Africa	-0.44	0.004
	Singapore	-0.18	0.222
	India	-0.39	0.005
	Jordan	0.48	0.002
	Japan	0.18	0.180
	Scotland	-0.01	0.951
Privately warn the woman who Singapore sent the email that this is unacceptable behavior.	United States	0.22	0.049
	Germany	-1.05	0.000
	Spain	-0.02	0.863
	South Africa	-0.25	0.100
	France	0.18	0.222
	India	-0.21	0.132
	Jordan	0.66	0.000
	Japan	0.36	0.007
	Scotland	0.17	0.213
Privately warn the woman who India sent the email that this is unacceptable behavior.	United States	0.43	0.000
	Germany	-0.84	0.000
	Spain	0.19	0.129
	South Africa	-0.05	0.752
	France	0.39	0.005
	Singapore	0.21	0.132
	Jordan	0.87	0.000
	Japan	0.57	0.000
	Scotland	0.38	0.003
Privately warn the woman who Jordan sent the email that this is unacceptable behavior.	United States	-0.43	0.000
	Germany	-1.71	0.000
	Spain	-0.68	0.000
	South Africa	-0.91	0.000
	France	-0.48	0.002
	Singapore	-0.66	0.000
	India	-0.87	0.000

Leadership across Differences

	Japan	-0.29	0.034
	Scotland	-0.48	0.001
Privately warn the woman who sent the email that this is unacceptable behavior.	United States	-0.14	0.141
	Germany	-1.41	0.000
	Spain	-0.39	0.001
	South Africa	-0.62	0.000
	France	-0.18	0.180
	Singapore	-0.36	0.007
	India	-0.57	0.000
	Jordan	0.29	0.034
	Scotland	-0.19	0.127
Privately warn the woman who sent the email that this is unacceptable behavior.	United States	0.05	0.614
	Germany	-1.22	0.000
	Spain	-0.29	0.110
	South Africa	-0.43	0.003
	France	0.01	0.951
	Singapore	-0.17	0.213
	India	-0.38	0.003
	Jordan	0.48	0.001
	Japan	0.19	0.127
Educate employees that religious proselytizing is unacceptable behavior in the workplace.	United States	-0.34	0.081
	Germany		
	Spain	-0.36	0.001
	South Africa	-0.65	0.000
	France	0.42	0.064
	Jordan	-0.06	0.671
Educate employees that religious proselytizing is unacceptable behavior in the workplace.	United States	0.34	0.081
	Germany		
	Spain	-0.03	0.883
	South Africa	-0.31	0.113
	France	0.75	0.005
	Jordan	0.28	0.156
Educate employees that religious proselytizing is unacceptable behavior in the workplace.	United States	0.36	0.001
	Germany		
	Spain	0.03	0.883
	South Africa	-0.29	0.020
	France	0.78	0.000
	Jordan	0.31	0.012
Educate employees that religious proselytizing is unacceptable	United States	0.65	0.000
	South Africa		

Leadership across Differences

behavior in the workplace.

	Germany	0.31	0.113
	Spain	0.29	0.020
	France	1.07	0.000
	Jordan	0.60	0.000
Educate employees that religious proselytizing is unacceptable behavior in the workplace.	United States	-0.42	0.064
	Germany	-0.75	0.005
	Spain	-0.78	0.000
	South Africa	-1.07	0.000
	Jordan	-0.47	0.040
Educate employees that religious proselytizing is unacceptable behavior in the workplace.	United States	0.06	0.671
	Germany	-0.28	0.156
	Spain	-0.31	0.012
	South Africa	-0.60	0.000
	France	0.47	0.040

Note. ^a Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these items.

^b Only participants from the United States, France, Singapore, India, Japan, and Jordan responded to this item.

Who Should Be Involved

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 12 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F-value for each response (*indicates $p < 0.05$, **indicates $p < 0.01$, ***indicates $p < 0.001$), indicating whether or not the differences between the ratings from each country are statistically significant.

Table 12. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Religion Scenario

Whom to Involve	Country	N	Mean	sd	F
Human resources	TOTAL	607	1.90	1.24	22.24***
	United States	140	1.96	1.21	
	Germany	35	1.46	0.74	
	Spain	191	1.56	0.83	
	South Africa	107	1.72	1.13	
	France	24	1.21	0.51	
	Jordan	110	2.85	1.62	
Senior executives	TOTAL	604	2.53	1.27	5.45***
	United States	141	2.48	1.30	
	Germany	34	3.35	1.20	
	Spain	189	2.37	1.15	
	South Africa	106	2.79	1.41	
	France	24	2.04	1.00	
	Jordan	110	2.46	1.22	
Immediate supervisor(s)	TOTAL	605	1.68	0.94	9.03***
	United States	141	1.45	0.87	
	Germany	34	2.65	1.39	
	Spain	190	1.69	0.83	
	South Africa	106	1.70	0.98	
	France	24	1.54	0.66	
	Jordan	110	1.64	0.91	
A spokesperson for the religious group of the person who sent the e-mail	TOTAL	605	3.41	1.40	10.75***
	United States	141	4.05	1.28	
	Germany	35	3.09	1.40	
	Spain	191	3.25	1.27	
	South Africa	106	3.42	1.43	
	France	23	3.70	1.49	
	Jordan	109	2.90	1.40	
A spokesperson for the other religious groups	TOTAL	603	3.48	1.38	7.23***
	United States	139	4.04	1.32	
	Germany	35	3.06	1.43	
	Spain	191	3.35	1.25	
	South Africa	106	3.42	1.38	
	France	24	3.71	1.46	
	Jordan	108	3.17	1.42	
Others in the organization	TOTAL	604	3.53	1.21	2.87*
	United States	138	3.26	1.32	
	Germany	35	3.91	1.22	

Leadership across Differences

	Spain	191	3.49	1.04	
	South Africa	106	3.69	1.22	
	France	24	3.79	1.25	
	Jordan	110	3.62	1.26	
The union	TOTAL	596	3.85	1.24	2.99*
	United States	136	4.04	1.30	
	Germany	35	4.20	1.16	
	Spain	190	3.59	1.25	
	South Africa	105	3.88	1.12	
	France	23	3.96	1.19	
	Jordan	107	3.91	1.22	
An external consultant	TOTAL	604	3.83	1.26	1.4
	United States	140	3.75	1.40	
	Germany	35	3.54	1.50	
	Spain	191	3.96	1.08	
	South Africa	106	3.73	1.31	
	France	23	3.61	1.34	
	Jordan	109	3.96	1.20	
The government	TOTAL	603	4.53	0.92	6.91***
	United States	138	4.73	0.70	
	Germany	35	4.89	0.40	
	Spain	191	4.50	0.91	
	South Africa	106	4.60	0.82	
	France	24	4.50	0.93	
	Jordan	109	4.14	1.20	
An advocacy group	TOTAL	597	4.33	1.01	3.21**
	United States	137	4.49	0.98	
	Germany	35	4.57	0.78	
	Spain	185	4.12	1.03	
	South Africa	106	4.37	1.00	
	France	24	4.63	0.71	
	Jordan	110	4.33	1.08	
A professional organization of these workers	TOTAL	599	3.98	1.17	1.87
	United States	139	4.17	1.19	
	Germany	35	3.94	1.24	
	Spain	185	3.97	1.09	
	South Africa	106	3.87	1.29	
	France	24	4.33	0.92	
	Jordan	110	3.81	1.18	
Respected community leader	TOTAL	602	4.03	1.22	6.15***
	United States	139	4.45	0.96	
	Germany	35	4.29	1.05	
	Spain	190	3.97	1.12	
	South Africa	106	3.95	1.34	

Leadership across Differences

	France	23	3.78	1.41	
	Jordan	109	3.67	1.43	
A mediator	TOTAL	603	3.42	1.36	5.70***
	United States	139	3.55	1.42	
	Germany	35	3.23	1.52	
	Spain	189	3.17	1.28	
	South Africa	106	3.25	1.34	
	France	24	3.17	1.20	
	Jordan	110	3.95	1.28	
The board	TOTAL	601	3.50	1.41	9.85***
	United States	140	3.54	1.43	
	Germany	35	4.17	1.04	
	Spain	188	3.62	1.24	
	South Africa	105	3.70	1.45	
	France	24	4.00	1.14	
	Jordan	109	2.74	1.51	
The employees with religious background different from the person who sent them the email	TOTAL	600	3.22	1.33	1.02
	United States	138	3.14	1.38	
	Germany	35	3.34	1.35	
	Spain	190	3.19	1.23	
	South Africa	105	3.07	1.38	
	France	23	3.43	1.12	
	Jordan	109	3.41	1.42	
The employees who share the same religion as the person who sent the email	TOTAL	605	3.20	1.32	0.38
	United States	140	3.24	1.37	
	Germany	35	3.37	1.35	
	Spain	191	3.12	1.19	
	South Africa	105	3.24	1.42	
	France	24	3.38	1.13	
	Jordan	110	3.18	1.42	
The individuals directly involved in the situation	TOTAL	605	1.80	1.07	2.54*
	United States	140	1.58	0.95	
	Germany	35	2.00	1.14	
	Spain	191	1.90	1.00	
	South Africa	105	1.69	1.07	
	France	24	2.04	1.20	
	Jordan	110	1.91	1.22	
A respected religious leader	TOTAL	602	4.03	1.26	8.40***
	United States	138	4.41	1.05	
	Germany	35	4.34	1.06	

Leadership across Differences

	Spain	190	4.06	1.11	
	South Africa	105	4.02	1.29	
	France	24	4.00	1.29	
	Jordan	110	3.44	1.53	
A lawyer, legal office, or legal counsel	TOTAL	596	4.04	1.23	9.11***
	United States	136	3.47	1.45	
	Germany	35	4.54	0.82	
	Spain	189	4.19	1.01	
	South Africa	104	4.25	1.10	
	France	23	3.91	1.28	
	Jordan	109	4.17	1.26	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 13.

Table 13. Post Hoc Tests of Religion Scenario Whom to Involve between Countries

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference	
			(I-J)	Sig.
Human resources	United States	Germany	0.51	0.019
		Spain	0.40	0.002
		South Africa	0.24	0.095
		France	0.76	0.003
		Jordan	-0.89	0.000
Human resources	Germany	United States	-0.51	0.019
		Spain	-0.10	0.623
		South Africa	-0.26	0.238
		France	0.25	0.411
		Jordan	-1.40	0.000
Human resources	Spain	United States	-0.40	0.002
		Germany	0.10	0.623
		South Africa	-0.16	0.248
		France	0.35	0.155
		Jordan	-1.29	0.000
Human resources	South Africa	United States	-0.24	0.095
		Germany	0.26	0.238
		Spain	0.16	0.248
		France	0.51	0.048

Leadership across Differences

		Jor dan	-1.13	0.000
Human resources	Fr ance	United States	-0.76	0.003
		Ger many	-0.25	0.411
		Spain	-0.35	0.155
		South Africa	-0.51	0.048
		Jor dan	-1.65	0.000
Human resources	Jor dan	United States	0.89	0.000
		Ger many	1.40	0.000
		Spain	1.29	0.000
		South Africa	1.13	0.000
		Fr ance	1.65	0.000
Seniorexecutives	United States	Ger many	-0.88	0.000
		Spain	0.11	0.427
		South Africa	-0.32	0.048
		Fr ance	0.43	0.115
		Jor dan	0.91	0.942
Seniorexecutives	Ger many	United States	0.88	0.000
		Spain	0.99	0.000
		South Africa	0.56	0.023
		Fr ance	1.31	0.000
		Jor dan	0.89	0.000
Seniorexecutives	Spain	United States	-0.11	0.427
		Ger many	-0.99	0.000
		South Africa	-0.43	0.005
		Fr ance	0.32	0.230
		Jor dan	-0.10	0.509
Seniorexecutives	South Africa	United States	0.32	0.048
		Ger many	-0.56	0.023
		Spain	0.43	0.005
		Fr ance	0.75	0.008
		Jor dan	0.33	0.052
Seniorexecutives	Fr ance	United States	-0.43	0.115
		Ger many	-1.31	0.000
		Spain	-0.32	0.230
		South Africa	-0.75	0.008
		Jor dan	-0.42	0.133
Seniorexecutives	Jor dan	United States	-0.01	0.942
		Ger many	-0.89	0.000
		Spain	0.10	0.509
		South Africa	-0.33	0.052

Leadership across Differences

		Fr ance	0.42	0.133
Immediate super visor (\$)	United States	Ger many	-1.16	0.000
		Spain	-0.20	0.049
		South Afr ica	-0.21	0.076
		Fr ance	-0.05	0.795
		Jor dan	-0.15	0.206
Immediate super visor (\$)	Ger many	United States	1.16	0.000
		Spain	0.96	0.000
		South Afr ica	0.95	0.000
		Fr ance	1.11	0.000
		Jor dan	1.01	0.000
Immediate super visor (\$)	Spain	United States	0.20	0.049
		Ger many	-0.96	0.000
		South Afr ica	-0.01	0.938
		Fr ance	0.15	0.455
		Jor dan	0.05	0.628
Immediate super visor (\$)	South Afr ica	United States	0.21	0.076
		Ger many	-0.95	0.000
		Spain	0.01	0.938
		Fr ance	0.16	0.449
		Jor dan	0.06	0.619
Immediate super visor (\$)	Fr ance	United States	0.05	0.795
		Ger many	-1.11	0.000
		Spain	-0.15	0.455
		South Afr ica	-0.16	0.449
		Jor dan	-0.09	0.645
Immediate super visor (\$)	Jor dan	United States	0.15	0.206
		Ger many	-1.01	0.000
		Spain	-0.05	0.628
		South Afr ica	-0.06	0.619
		Fr ance	0.09	0.645
A spokesperson for the religious group of the person who sent the e-mail				
	United States	Ger many	0.96	0.000
		Spain	0.80	0.000
		South Afr ica	0.63	0.000
		Fr ance	0.35	0.241
		Jor dan	1.15	0.000
A spokesperson for the religious group of the person who sent the e-mail				
	Ger many	United States	-0.96	0.000

Leadership across Differences

mail

Spain	-0.16	0.516
South Africa	-0.34	0.196
France	-0.61	0.091
Jordan	0.19	0.475

A spokesperson for the religious
group of the person who sent the e
mail

Spain	United States	-0.80	0.000
	Germany	0.16	0.516
	South Africa	-0.18	0.273
	France	-0.45	0.130
	Jordan	0.35	0.032

A spokesperson for the religious
group of the person who sent the e
mail

South Africa	United States	-0.63	0.000
	Germany	0.34	0.196
	Spain	0.18	0.273
	France	-0.27	0.380
	Jordan	0.53	0.004

A spokesperson for the religious
group of the person who sent the e
mail

France	United States	-0.35	0.241
	Germany	0.61	0.091
	Spain	0.45	0.130
	South Africa	0.27	0.380
	Jordan	0.80	0.010

A spokesperson for the religious
group of the person who sent the e
mail

Jordan	United States	-1.15	0.000
	Germany	-0.19	0.475
	Spain	-0.35	0.032
	South Africa	-0.53	0.004
	France	-0.80	0.010

A spokesperson for the other
religious groups

United States	Germany	0.98	0.000
	Spain	0.69	0.000
	South Africa	0.62	0.000
	France	0.33	0.269
	Jordan	0.87	0.000

A spokesperson for the other
religious groups

Germany	United States	-0.98	0.000
	Spain	-0.29	0.243
	South Africa	-0.36	0.171
	France	-0.65	0.067

Leadership across Differences

		Jor dan	-0.11	0.675
A spokesper son for the other r el igious gr oups	Spain	United States	-0.69	0.000
		Ger many	0.29	0.243
		South Afr ica	-0.07	0.669
		Fr ance	-0.36	0.212
		Jor dan	0.18	0.268
A spokesper son for the other r el igious gr oups	South Afr ica	United States	-0.62	0.000
		Ger many	0.36	0.171
		Spain	0.07	0.669
		Fr ance	-0.29	0.334
		Jor dan	0.25	0.176
A spokesper son for the other r el igious gr oups	Fr ance	United States	-0.33	0.269
		Ger many	0.65	0.067
		Spain	0.36	0.212
		South Afr ica	0.29	0.334
		Jor dan	0.54	0.074
A spokesper son for the other r el igious gr oups	Jor dan	United States	-0.87	0.000
		Ger many	0.11	0.675
		Spain	-0.18	0.268
		South Afr ica	-0.25	0.176
		Fr ance	-0.54	0.074
Other s in the or ganiz ation	United States	Ger many	-0.65	0.004
		Spain	-0.23	0.085
		South Afr ica	-0.43	0.006
		Fr ance	-0.53	0.046
		Jor dan	-0.36	0.020
Other s in the or ganiz ation	Ger many	United States	0.65	0.004
		Spain	0.42	0.056
		South Afr ica	0.23	0.335
		Fr ance	0.12	0.700
		Jor dan	0.30	0.204
Other s in the or ganiz ation	Spain	United States	0.23	0.085
		Ger many	-0.42	0.056
		South Afr ica	-0.20	0.176
		Fr ance	-0.30	0.249
		Jor dan	-0.13	0.380

Leadership across Differences

Other s in the or ganizati on	SouthAfr ica	United States	0.43	0.006
		Ger many	-0.23	0.335
		Spain	0.20	0.176
		Fr ance	-0.10	0.704
		Jor dan	0.07	0.666
Other s in the or ganizati on	Fr ance	United States	0.53	0.046
		Ger many	-0.12	0.700
		Spain	0.30	0.249
		South Afr ica	0.10	0.704
		Jor dan	0.17	0.521
Other s in the or ganizati on	Jor dan	United States	0.36	0.020
		Ger many	-0.30	0.204
		Spain	0.13	0.380
		South Afr ica	-0.07	0.666
		Fr ance	-0.17	0.521
The union	United States	Ger many	-0.16	0.503
		Spain	0.45	0.001
		South Afr ica	0.17	0.292
		Fr ance	0.09	0.751
		Jor dan	0.14	0.385
The union	Ger many	United States	0.16	0.503
		Spain	0.61	0.007
		South Afr ica	0.32	0.176
		Fr ance	0.24	0.460
		Jor dan	0.29	0.219
The union	Spain	United States	-0.45	0.001
		Ger many	-0.61	0.007
		South Afr ica	-0.28	0.059
		Fr ance	-0.36	0.182
		Jor dan	-0.31	0.036
The union	South Afr ica	United States	-0.17	0.292
		Ger many	-0.32	0.176
		Spain	0.28	0.059
		Fr ance	-0.08	0.776
		Jor dan	-0.03	0.857
The union	Fr ance	United States	-0.09	0.751
		Ger many	-0.24	0.460
		Spain	0.36	0.182
		South Afr ica	0.08	0.776
		Jor dan	0.05	0.859

Leadership across Differences

The union	Jordan	United States	-0.14	0.385
		Germany	-0.29	0.219
		Spain	0.31	0.036
		South Africa	0.03	0.857
		France	-0.05	0.859
An external consultant	United States	Germany	0.21	0.384
		Spain	-0.21	0.138
		South Africa	0.02	0.884
		France	0.14	0.618
		Jordan	-0.21	0.185
An external consultant	Germany	United States	-0.21	0.384
		Spain	-0.42	0.073
		South Africa	-0.18	0.455
		France	-0.07	0.846
		Jordan	-0.42	0.086
An external consultant	Spain	United States	0.21	0.138
		Germany	0.42	0.073
		South Africa	0.23	0.129
		France	0.35	0.209
		Jordan	-0.01	0.973
An external consultant	South Africa	United States	-0.02	0.884
		Germany	0.18	0.455
		Spain	-0.23	0.129
		France	0.12	0.684
		Jordan	-0.24	0.168
An external consultant	France	United States	-0.14	0.618
		Germany	0.07	0.846
		Spain	-0.35	0.209
		South Africa	-0.12	0.684
		Jordan	-0.35	0.220
An external consultant	Jordan	United States	0.21	0.185
		Germany	0.42	0.086
		Spain	0.01	0.973
		South Africa	0.24	0.168
		France	0.35	0.220
The government	United States	Germany	-0.15	0.363
		Spain	0.23	0.022
		South Africa	0.13	0.267
		France	0.23	0.241
		Jordan	0.59	0.000

Leadership across Differences

The government	Germany	United States	0.15	0.363
		Spain	0.38	0.020
		South Africa	0.28	0.106
		France	0.39	0.104
		Jordan	0.75	0.000
The government	Spain	United States	-0.23	0.022
		Germany	-0.38	0.020
		South Africa	-0.10	0.350
		France	0.00	0.989
		Jordan	0.37	0.001
The government	South Africa	United States	-0.13	0.267
		Germany	-0.28	0.106
		Spain	0.10	0.350
		France	0.10	0.608
		Jordan	0.47	0.000
The government	France	United States	-0.23	0.241
		Germany	-0.39	0.104
		Spain	0.00	0.989
		South Africa	-0.10	0.608
		Jordan	0.36	0.073
The government	Jordan	United States	-0.59	0.000
		Germany	-0.75	0.000
		Spain	-0.37	0.001
		South Africa	-0.47	0.000
		France	-0.36	0.073
An advocacy group	United States	Germany	-0.08	0.663
		Spain	0.37	0.001
		South Africa	0.12	0.349
		France	-0.14	0.538
		Jordan	0.16	0.206
An advocacy group	Germany	United States	0.08	0.663
		Spain	0.45	0.014
		South Africa	0.20	0.296
		France	-0.05	0.840
		Jordan	0.24	0.208
An advocacy group	Spain	United States	-0.37	0.001
		Germany	-0.45	0.014
		South Africa	-0.25	0.041
		France	-0.51	0.020
		Jordan	-0.21	0.083

Leadership across Differences

An advocacy group	South Africa	United States	-0.12	0.349
		Germany	-0.20	0.296
		Spain	0.25	0.041
		France	-0.26	0.255
		Jordan	0.04	0.765
An advocacy group	France	United States	0.14	0.538
		Germany	0.05	0.840
		Spain	0.51	0.020
		South Africa	0.26	0.255
		Jordan	0.30	0.186
An advocacy group	Jordan	United States	-0.16	0.206
		Germany	-0.24	0.208
		Spain	0.21	0.083
		South Africa	-0.04	0.765
		France	-0.30	0.186
A professional organization for these workers	United States	Germany	0.23	0.298
		Spain	0.20	0.128
		South Africa	0.30	0.043
		France	-0.16	0.533
		Jordan	0.36	0.015
A professional organization for these workers	Germany	United States	-0.23	0.298
		Spain	-0.03	0.889
		South Africa	0.07	0.742
		France	-0.39	0.207
		Jordan	0.13	0.555
A professional organization for these workers	Spain	United States	-0.20	0.128
		Germany	0.03	0.889
		South Africa	0.11	0.460
		France	-0.36	0.155
		Jordan	0.16	0.244
A professional organization for these workers	South Africa	United States	-0.30	0.043
		Germany	-0.07	0.742
		Spain	-0.11	0.460
		France	-0.47	0.078
		Jordan	0.06	0.711
A professional organization for these workers	France	United States	0.16	0.533
		Germany	0.39	0.207

Leadership across Differences

		Spain	0.36	0.155
		South Africa	0.47	0.078
		Jordan	0.52	0.047
A professional organization for these workers	Jordan	United States	-0.36	0.015
		Germany	-0.13	0.555
		Spain	-0.16	0.244
		South Africa	-0.06	0.711
		France	-0.52	0.047
Respected community leaders	United States	Germany	0.17	0.460
		Spain	0.48	0.000
		South Africa	0.50	0.001
		France	0.67	0.013
		Jordan	0.78	0.000
Respected community leaders	Germany	United States	-0.17	0.460
		Spain	0.32	0.150
		South Africa	0.33	0.154
		France	0.50	0.118
		Jordan	0.62	0.008
Respected community leaders	Spain	United States	-0.48	0.000
		Germany	-0.32	0.150
		South Africa	0.02	0.914
		France	0.19	0.482
		Jordan	0.30	0.038
Respected community leaders	South Africa	United States	-0.50	0.001
		Germany	-0.33	0.154
		Spain	-0.02	0.914
		France	0.17	0.537
		Jordan	0.28	0.084
Respected community leaders	France	United States	-0.67	0.013
		Germany	-0.50	0.118
		Spain	-0.19	0.482
		South Africa	-0.17	0.537
		Jordan	0.11	0.681
Respected community leaders	Jordan	United States	-0.78	0.000
		Germany	-0.62	0.008
		Spain	-0.30	0.038
		South Africa	-0.28	0.084
		France	-0.11	0.681
A mediator	United States	Germany	0.33	0.198

Leadership across Differences

		Spain	0.38	0.010
		South Africa	0.31	0.073
		France	0.39	0.190
		Jordan	-0.39	0.022
A mediator	Germany	United States	-0.33	0.198
		Spain	0.06	0.809
		South Africa	-0.02	0.949
		France	0.06	0.861
		Jordan	-0.72	0.006
A mediator	Spain	United States	-0.38	0.010
		Germany	-0.06	0.809
		South Africa	-0.08	0.639
		France	0.00	0.993
		Jordan	-0.78	0.000
A mediator	South Africa	United States	-0.31	0.073
		Germany	0.02	0.949
		Spain	0.08	0.639
		France	0.08	0.795
		Jordan	-0.70	0.000
A mediator	France	United States	-0.39	0.190
		Germany	-0.06	0.861
		Spain	0.00	0.993
		South Africa	-0.08	0.795
		Jordan	-0.78	0.010
A mediator	Jordan	United States	0.39	0.022
		Germany	0.72	0.006
		Spain	0.78	0.000
		South Africa	0.70	0.000
		France	0.78	0.010
The board	United States	Germany	-0.64	0.014
		Spain	-0.08	0.592
		South Africa	-0.16	0.364
		France	-0.46	0.123
		Jordan	0.79	0.000
The board	Germany	United States	0.64	0.014
		Spain	0.55	0.027
		South Africa	0.48	0.073
		France	0.17	0.634
		Jordan	1.43	0.000
The board	Spain	United States	0.08	0.592

Leadership across Differences

		Germany	-0.55	0.027
		South Africa	-0.08	0.637
		France	-0.38	0.194
		Jordan	0.87	0.000
The board	South Africa	United States	0.16	0.364
		Germany	-0.48	0.073
		Spain	0.08	0.637
		France	-0.30	0.322
		Jordan	0.95	0.000
The board	France	United States	0.46	0.123
		Germany	-0.17	0.634
		Spain	0.38	0.194
		South Africa	0.30	0.322
		Jordan	1.26	0.000
The board	Jordan	United States	-0.79	0.000
		Germany	-1.43	0.000
		Spain	-0.87	0.000
		South Africa	-0.95	0.000
		France	-1.26	0.000
The employees with religious background different from the person who sent them mail	United States	Germany	-0.20	0.432
		Spain	-0.05	0.738
		South Africa	0.08	0.650
		France	-0.29	0.334
		Jordan	-0.27	0.117
The employees with religious background different from the person who sent them mail	Germany	United States	0.20	0.432
		Spain	0.15	0.545
		South Africa	0.28	0.288
		France	-0.09	0.797
		Jordan	-0.07	0.787
The employees with religious background different from the person who sent them mail	Spain	United States	0.05	0.738
		Germany	-0.15	0.545
		South Africa	0.13	0.429
		France	-0.24	0.414
		Jordan	-0.22	0.173
The employees with religious background different from the	South Africa	United States	-0.08	0.650

Leadership across Differences

person who sent the email

Germany	-0.28	0.288
Spain	-0.13	0.429
France	-0.37	0.230
Jordan	-0.35	0.058

The employees with religious background different from the person who sent the email

France	United States	0.29	0.334
	Germany	0.09	0.797
	Spain	0.24	0.414
	South Africa	0.37	0.230
	Jordan	0.02	0.943

The employees with religious background different from the person who sent the email

Jordan	United States	0.27	0.117
	Germany	0.07	0.787
	Spain	0.22	0.173
	South Africa	0.35	0.058
	France	-0.02	0.943

The employees who share the religion as the person who sent the e-mail

United States	Germany	-0.14	0.588
	Spain	0.12	0.434
	South Africa	0.00	0.989
	France	-0.14	0.634
	Jordan	0.05	0.750

The employees who share the religion as the person who sent the e-mail

Germany	United States	0.14	0.588
	Spain	0.25	0.303
	South Africa	0.13	0.606
	France	0.00	0.992
	Jordan	0.19	0.461

The employees who share the religion as the person who sent the e-mail

Spain	United States	-0.12	0.434
	Germany	-0.25	0.303
	South Africa	-0.12	0.465
	France	-0.25	0.375
	Jordan	-0.06	0.699

The employees who share the religion as the person who sent the e-mail

South Africa	United States	0.00	0.989
	Germany	-0.13	0.606

Leadership across Differences

		Spain	0.12	0.465
		France	-0.14	0.648
		Jordan	0.06	0.756
The employees who share the s				
religion as the person who sent the				
e-mail				
	France	United States	0.14	0.634
		Germany	0.00	0.992
		Spain	0.25	0.375
		South Africa	0.14	0.648
		Jordan	0.19	0.518
The employees who share the s				
religion as the person who sent the				
e-mail				
	Jordan	United States	-0.05	0.750
		Germany	-0.19	0.461
		Spain	0.06	0.699
		South Africa	-0.06	0.756
		France	-0.13	0.518
The individuals directly invol				
in the situation				
	United States	Germany	-0.42	0.036
		Spain	-0.32	0.007
		South Africa	-0.11	0.434
		France	-0.46	0.049
		Jordan	-0.33	0.015
The individuals directly invol				
in the situation				
	Germany	United States	0.42	0.036
		Spain	0.10	0.610
		South Africa	0.31	0.130
		France	-0.04	0.882
		Jordan	0.09	0.659
The individuals directly invol				
in the situation				
	Spain	United States	0.32	0.007
		Germany	-0.10	0.610
		South Africa	0.21	0.096
		France	-0.14	0.539
		Jordan	-0.01	0.946
The individuals directly invol				
in the situation				
	South Africa	United States	0.11	0.434
		Germany	-0.31	0.130
		Spain	-0.21	0.096
		France	-0.36	0.139
		Jordan	-0.22	0.123
The individuals directly invol				
in the situation				
	France	United States	0.46	0.049

Leadership across Differences

in the situation

Germany	0.04	0.882
Spain	0.14	0.539
South Africa	0.36	0.139
Jordan	0.13	0.579

The individuals directly involved in the situation

Jordan

United States	0.33	0.015
Germany	-0.09	0.659
Spain	0.01	0.946
South Africa	0.22	0.123
France	-0.13	0.579

A respected religious leader United States

Germany	0.07	0.761
Spain	0.36	0.010
South Africa	0.39	0.013
France	0.41	0.127
Jordan	0.98	0.000

A respected religious leader Germany

United States	-0.07	0.761
Spain	0.28	0.205
South Africa	0.32	0.175
France	0.34	0.290
Jordan	0.91	0.000

A respected religious leader Spain

United States	-0.36	0.010
Germany	-0.28	0.205
South Africa	0.04	0.794
France	0.06	0.827
Jordan	0.62	0.000

A respected religious leader South Africa

United States	-0.39	0.013
Germany	-0.32	0.175
Spain	-0.04	0.794
France	0.02	0.945
Jordan	0.58	0.001

A respected religious leader France

United States	-0.41	0.127
Germany	-0.34	0.290
Spain	-0.06	0.827
South Africa	-0.02	0.945
Jordan	0.56	0.041

A respected religious leader Jordan

United States	-0.98	0.000
Germany	-0.91	0.000
Spain	-0.62	0.000
South Africa	-0.58	0.001
France	-0.56	0.041

Leadership across Differences

A lawyer, legal office, or legal counsel	United States	Germany	-1.07	0.000
		Spain	-0.72	0.000
		South Africa	-0.78	0.000
		France	-0.44	0.099
		Jordan	-0.70	0.000
A lawyer, legal office, or legal counsel	Germany	United States	1.07	0.000
		Spain	0.35	0.107
		South Africa	0.29	0.207
		France	0.63	0.048
		Jordan	0.37	0.110
A lawyer, legal office, or legal counsel	Spain	United States	0.72	0.000
		Germany	-0.35	0.107
		South Africa	-0.06	0.681
		France	0.28	0.290
		Jordan	0.02	0.910
A lawyer, legal office, or legal counsel	South Africa	United States	0.78	0.000
		Germany	-0.29	0.207
		Spain	0.06	0.681
		France	0.34	0.218
		Jordan	0.08	0.642
A lawyer, legal office, or legal counsel	France	United States	0.44	0.099
		Germany	-0.63	0.048
		Spain	-0.28	0.290
		South Africa	-0.34	0.218
		Jordan	-0.26	0.338
A lawyer, legal office, or legal counsel	Jordan	United States	0.70	0.000
		Germany	-0.37	0.110
		Spain	-0.02	0.910
		South Africa	-0.08	0.642
		France	0.26	0.338

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

Race Scenario

Data collected in response to the race scenario can be organized into three categories: 1) ratings of the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of people should be involved in the situation. The results shared in this section are in response to following scenario:

Tom, a manager at the ABC power plant has reached his 20th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of the racial background. The story starts to spread in the organization.

Seriousness

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 14. The table also includes the standard deviation and F-statistic (*indicates $p \leq 0.05$, **indicates $p \leq 0.01$, ***indicates $p \leq 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1 = Not very serious, 2 = Possibly serious, and 3 = Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with anchors as follows: 1 = No action is needed, 2 = Possibly take action, 3 = Definitely take action.

Table 14. Mean Ratings of Seriousness and Whether Action Should Be Taken

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	743	2.42	0.60	10.14***
	United States	139	2.64	0.50	
	Germany	173	2.31	0.56	
	Spain	191	2.37	0.61	
	South Africa	106	2.60	0.58	
	France	24	2.08	0.65	

Leadership across Differences

	Jor dan	110	2.30	0.66	
Please tell us if you think an action should be taken.	TOTAL	743	2.53	0.57	4.06**
	United States	138	2.64	0.51	
	Ger many	174	2.49	0.57	
	Spain	191	2.54	0.53	
	South Africa	106	2.60	0.58	
	France	24	2.21	0.66	
	Jor dan	110	2.43	0.61	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences technique. The results from these comparisons are presented in Table 15.

Table 15. Post Hoc Tests of Race Scenario Seriousness Questions between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
How serious do you think this situation could become?	United States	Germany	0.33	0.000
		Spain	0.27	0.000
		South Africa	0.04	0.627
		France	0.56	0.000
		Jordan	0.34	0.000
How serious do you think this situation could become?	Germany	United States	-0.33	0.000
		Spain	-0.05	0.374
		South Africa	-0.29	0.000
		France	0.23	0.072
		Jordan	0.01	0.864
How serious do you think this situation could become?	Spain	United States	-0.27	0.000
		Germany	0.05	0.374
		South Africa	-0.24	0.001
		France	0.28	0.025
		Jordan	0.07	0.340
How serious do you think this situation could become?	South Africa	United States	-0.04	0.627
		Germany	0.29	0.000
		Spain	0.24	0.001
		France	0.52	0.000
		Jordan	0.30	0.000

Leadership across Differences

How serious do you think this situation could become?	France	United States	-0.56	0.000
		Germany	-0.23	0.072
		Spain	-0.28	0.025
		South Africa	-0.52	0.000
		Jordan	-0.22	0.099
How serious do you think this situation could become?	Jordan	United States	-0.34	0.000
		Germany	-0.01	0.864
		Spain	-0.07	0.340
		South Africa	-0.30	0.000
		France	0.22	0.099
Please tell us if you think an action should be taken.	United States	Germany	0.16	0.014
		Spain	0.11	0.091
		South Africa	0.04	0.569
		France	0.44	0.000
		Jordan	0.22	0.002
Please tell us if you think an action should be taken.	Germany	United States	-0.16	0.014
		Spain	-0.05	0.387
		South Africa	-0.12	0.095
		France	0.28	0.022
		Jordan	0.06	0.369
Please tell us if you think an action should be taken.	Spain	United States	-0.11	0.091
		Germany	0.05	0.387
		South Africa	-0.06	0.342
		France	0.33	0.006
		Jordan	0.11	0.095
Please tell us if you think an action should be taken.	South Africa	United States	-0.04	0.569
		Germany	0.12	0.095
		Spain	0.06	0.342
		France	0.40	0.002
		Jordan	0.18	0.021
Please tell us if you think an action should be taken.	France	United States	-0.44	0.000
		Germany	-0.28	0.022
		Spain	-0.33	0.006
		South Africa	-0.40	0.002
		Jordan	-0.22	0.083
Please tell us if you think any	Jordan	United States	-0.22	0.002

Leadership across Differences

action should be taken.

Germany	-0.06	0.369
Spain	-0.11	0.095
South Africa	-0.18	0.021
France	0.22	0.083

Helpful and Harmful Responses

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 16. The table also includes the standard deviations and the F -indicates $p < 0.05$, **indicates $p < 0.01$, ***indicates $p < 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. The ratings were made on a five-point scale where 1 = Very helpful, 2 = Somewhat helpful, 3 = Neither helpful nor harmful, 4 = Somewhat harmful, and 5 = Harmful.

Table 16. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Race Scenario

Question	Country	N	Mean	sd	F
Conduct an investigation to identify why John was not invited to this event.	TOTAL	743	1.96	1.06	10.76***
	United States	141	2.06	1.24	
	Germany	171	2.30	1.13	
	Spain	190	1.87	0.92	
	South Africa	107	1.44	0.65	
	France	24	1.58	0.72	
	Jordan	110	2.05	1.08	
Establish a task force to make recommendations for addressing the situation.	TOTAL	602	2.62	1.09	10.97***
	United States	140	3.05	1.23	
	Germany	33	2.94	1.00	
	Spain	189	2.60	1.04	
	South Africa	106	2.23	1.01	
	France	24	3.04	1.08	
	Jordan	110	2.31	0.84	
Call a meeting of the parties involved to get the facts.	TOTAL	740	1.96	1.01	4.65***
	United States	141	2.01	1.22	
	Germany	171	2.02	0.97	

Leadership across Differences

	Spain	189	2.07	1.02	
	South Africa	106	1.54	0.87	
	France	23	2.13	0.97	
	Jordan	110	1.95	0.78	
Talk informally to a few people to find out more about what is going on.	TOTAL	736	2.39	1.10	1.37
	United States	141	2.37	1.24	
	Germany	169	2.48	1.20	
	Spain	190	2.47	1.07	
	South Africa	105	2.26	1.03	
	France	22	2.50	1.14	
	Jordan	109	2.21	0.84	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	736	2.37	1.04	12.66***
	United States	139	2.50	1.11	
	Germany	169	2.51	0.97	
	Spain	190	2.59	0.97	
	South Africa	106	2.31	1.17	
	France	24	2.21	0.98	
	Jordan	108	1.70	0.78	
Let the situation play itself out; do nothing.	TOTAL	739	4.31	0.99	9.68***
	United States	140	4.28	1.07	
	Germany	170	4.45	0.88	
	Spain	190	4.43	0.78	
	South Africa	105	4.52	0.89	
	France	24	4.08	1.06	
	Jordan	110	3.76	1.24	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	TOTAL	735	4.52	0.87	32.76***
	United States	139	4.73	0.69	
	Germany	167	4.68	0.65	
	Spain	190	4.62	0.65	
	South Africa	105	4.68	0.81	
	France	24	4.71	0.55	
	Jordan	110	3.63	1.24	
Punish anyone who disrupts the work in response to the gossip.	TOTAL	738	3.86	1.23	60.61***
	United States	139	4.17	1.08	
	Germany	171	4.39	0.86	
	Spain	189	3.98	0.95	
	South Africa	105	3.96	1.27	
	France	24	3.79	1.22	

Leadership across Differences

	Jordan	110	2.32	1.11	
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	TOTAL	737	2.10	1.03	5.27***
	United States	140	2.12	1.13	
	Germany	169	2.02	0.99	
	Spain	190	2.25	0.98	
	South Africa	105	1.90	1.04	
	France	24	2.92	1.25	
	Jordan	109	1.97	0.90	
Encourage debate and discuss about what happened.	TOTAL	602	2.70	1.21	3.90**
	United States	140	2.73	1.25	
	Germany	34	2.44	1.08	
	Spain	189	2.71	1.16	
	South Africa	105	2.34	1.15	
	France	24	2.92	1.14	
	Jordan	110	3.02	1.30	
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	TOTAL	757	4.14	1.10	49.09***
	United States	139	4.51	0.89	
	Germany	170	4.26	1.05	
	Spain	189	4.47	0.73	
	South Africa	105	4.30	0.94	
	France	24	3.54	1.02	
	Jordan	110	2.89	1.21	
Ask some of John's coworkers to try to get everyone to calm down.	TOTAL	734	3.18	1.22	32.08***
	United States	139	4.03	1.14	
	Germany	170	3.28	1.14	
	Spain	189	3.04	1.05	
	South Africa	105	3.16	1.27	
	France	23	2.74	1.01	
	Jordan	108	2.28	0.97	
Inform the media about what is going on.	TOTAL	549	4.56	0.85	6.47***
	United States	139	4.68	0.84	
	Germany	34	4.85	0.44	
	Spain	185	4.53	0.76	
	South Africa	57	4.70	0.82	
	France	24	4.88	0.45	
	Jordan	110	4.21	1.03	

Leadership across Differences

Redesign the work so that members of different racial groups will no longer have to interact with one another.

TOTAL	737	4.56	0.77	12.64***
United States	140	4.74	0.75	
Germany	169	4.60	0.61	
Spain	190	4.58	0.64	
South Africa	105	4.67	0.76	
France	23	4.83	0.49	
Jordan	110	4.06	1.05	

Direct employees to stop the gossip and informal conversations.

TOTAL	738	3.23	1.29	34.78***
United States	138	3.52	1.29	
Germany	171	3.54	1.24	
Spain	190	3.49	1.07	
South Africa	105	3.19	1.30	
France	24	3.46	1.35	
Jordan	110	1.90	0.81	

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.

TOTAL	737	1.87	0.86	2.53*
United States	140	1.86	0.94	
Germany	169	1.88	0.82	
Spain	190	1.88	0.82	
South Africa	105	1.68	0.81	
France	24	2.29	0.95	
Jordan	109	1.96	0.87	

Insist that whoever left John out apologize to John.

TOTAL	737	2.39	1.12	1.25
United States	139	2.58	1.21	
Germany	170	2.41	1.25	
Spain	190	2.33	0.92	
South Africa	105	2.28	1.16	
France	24	2.33	1.20	
Jordan	109	2.32	1.05	

Take legal action against whoever left John out.

TOTAL	597	3.91	1.16	32.42***
United States	140	4.43	0.90	
Germany	30	4.30	1.06	
Spain	189	3.71	1.04	
South Africa	105	4.28	1.06	
France	24	4.63	0.71	
Jordan	109	2.97	1.17	

Leadership across Differences

Apologize to those who were
offended.

TOTAL	736	2.06	0.97	5.08***
United States	139	1.78	0.87	
Germany	170	2.29	1.15	
Spain	189	2.05	0.82	
South Africa	105	1.93	0.98	
France	23	2.30	0.97	
Jordan	110	2.15	0.93	

Appoint a qualified person from
John's racial group to a
supervisory job.

TOTAL	603	3.39	1.13	6.11***
United States	140	3.51	1.24	
Germany	34	3.47	0.99	
Spain	190	3.40	0.94	
South Africa	105	3.68	1.13	
France	24	3.58	1.02	
Jordan	110	2.91	1.20	

Initiate team building exercise
for the members of Tom's and
John's respective racial group.

TOTAL	737	2.17	0.99	6.92***
United States	140	2.01	1.02	
Germany	168	2.10	0.96	
Spain	190	2.47	0.91	
South Africa	105	2.18	0.99	
France	24	2.46	1.02	
Jordan	110	1.87	1.01	

Initiate coaching for whoever
organized the party.

TOTAL	735	2.55	1.08	10.05***
United States	138	2.41	1.18	
Germany	169	2.84	1.08	
Spain	189	2.76	0.98	
South Africa	105	2.50	1.09	
France	24	2.04	0.69	
Jordan	110	2.09	0.91	

Develop a policy that threaten
anyone with immediate
termination for excluding certain
employees from company
sponsored events.

TOTAL	734	3.47	1.30	4.21**
United States	138	3.52	1.37	
Germany	169	3.64	1.27	
Spain	190	3.49	1.19	
South Africa	105	3.56	1.32	
France	23	3.57	1.41	
Jordan	109	2.96	1.28	

Develop a policy that threaten
anyone with legal action for

TOTAL	554	3.46	1.32	16.39***

Leadership across Differences

excluding certain employees
from company-sponsored events.

United States	139	3.75	1.30
Germany	34	3.76	1.37
Spain	190	3.54	1.18
South Africa	57	3.95	1.33
France	24	3.83	1.31
Jordan	110	2.55	1.14

Establish an independent office
to handle such incidents.

TOTAL	732	3.00	1.22	11.43***
United States	139	3.20	1.30	
Germany	171	2.76	1.17	
Spain	184	3.35	1.11	
South Africa	105	3.10	1.24	
France	24	3.21	1.25	
Jordan	109	2.39	1.08	

Stop hiring so many people from
John's racial group.

TOTAL	593	4.48	0.92	25.49***
United States	139	4.78	0.67	
Germany	33	4.61	0.66	
Spain	183	4.61	0.72	
South Africa	104	4.58	0.96	
France	24	4.67	0.76	
Jordan	110	3.68	1.09	

Conduct a best practices survey
to develop recommendations
based on what other
organizations do.

TOTAL	736	2.25	0.99	2.71*
United States	138	2.30	1.14	
Germany	170	2.13	0.93	
Spain	190	2.41	1.00	
South Africa	104	2.08	0.84	
France	24	2.54	1.22	
Jordan	110	2.20	0.92	

Hold training programs to teach
people from different racial
groups how to work together
without disruption.

TOTAL	734	1.87	0.93	3.37**
United States	139	1.76	0.95	
Germany	170	2.05	0.99	
Spain	187	1.80	0.80	
South Africa	104	1.73	0.79	
France	24	2.29	1.37	
Jordan	110	1.88	0.96	

Acknowledge the grievances of
the members of John's racial
group.

TOTAL	595	2.09	1.01	27.50***

Leadership across Differences

	United States	140	1.53	0.82	
	Germany	34	1.88	1.01	
	Spain	184	2.43	0.98	
	South Africa	104	1.68	0.75	
	France	24	2.58	1.10	
	Jordan	109	2.56	0.97	
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.					
	TOTAL	731	2.10	1.09	3.52**
	United States	138	2.19	1.09	
	Germany	166	1.85	0.98	
	Spain	190	2.11	1.05	
	South Africa	103	2.12	1.11	
	France	24	2.63	1.28	
	Jordan	110	2.25	1.17	
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.					
	TOTAL	734	1.90	0.87	3.58**
	United States	139	1.88	0.89	
	Germany	167	1.98	0.87	
	Spain	190	1.88	0.82	
	South Africa	105	1.85	0.87	
	France	24	2.50	0.98	
	Jordan	109	1.73	0.81	
Showcase areas of the organization where people from different racial groups work together effectively.					
	TOTAL	599	2.11	0.95	3.70**
	United States	138	2.31	1.04	
	Germany	33	2.45	1.06	
	Spain	190	2.01	0.86	
	South Africa	104	2.01	0.93	
	France	24	2.38	1.17	
	Jordan	110	1.97	0.86	
Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.					
	TOTAL	732	2.42	1.19	15.67***
	United States	139	2.69	1.17	
	Germany	166	2.25	1.17	
	Spain	190	2.79	1.13	
	South Africa	104	2.34	1.24	
	France	24	2.63	1.35	
	Jordan	109	1.70	0.81	

Leadership across Differences

Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.

TOTAL	733	135	0.66	4.44**
United States	138	122	0.56	
Germany	168	134	0.62	
Spain	189	140	0.70	
South Africa	104	124	0.55	
France	24	125	0.53	
Jordan	110	156	0.81	

Develop policies and procedures to insure that members of different racial groups are treated equally.

TOTAL	730	142	0.66	5.93***
United States	138	124	0.61	
Germany	165	159	0.70	
Spain	189	143	0.62	
South Africa	104	128	0.57	
France	24	158	1.06	
Jordan	110	149	0.62	

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

TOTAL	732	171	0.85	6.04***
United States	138	147	0.86	
Germany	166	197	0.86	
Spain	190	168	0.77	
South Africa	104	160	0.82	
France	24	183	1.09	
Jordan	110	173	0.81	

Privately warn the organization the party that this is unacceptable behavior.

TOTAL	728	254	1.29	38.01***
United States	135	247	1.30	
Germany	168	354	1.29	
Spain	189	211	1.02	
South Africa	103	259	1.23	
France	23	191	0.90	
Jordan	110	195	0.90	

Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.

TOTAL	600	151	0.84	4.83***
United States	139	132	0.74	
Germany	34	182	1.22	
Spain	189	168	0.90	

Leadership across Differences

South Africa	104	1.39	0.69
France	24	1.29	0.55
Jordan	110	1.51	0.79

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to this scenario.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 17.

Table 17. Post Hoc Tests of Race Scenario Helpful and Harmful Responses between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to identify why John was not invited to this event.	United States	Germany	-0.25	0.034
		Spain	0.19	0.098
		South Africa	0.62	0.000
		France	0.47	0.037
		Jordan	0.01	0.931
Conduct an investigation to identify why John was not invited to this event.	Germany	United States	0.25	0.034
		Spain	0.44	0.000
		South Africa	0.86	0.000
		France	0.72	0.001
		Jordan	0.26	0.039
Conduct an investigation to identify why John was not invited to this event.	Spain	United States	-0.19	0.098
		Germany	-0.44	0.000
		South Africa	0.43	0.001
		France	0.29	0.199
		Jordan	-0.18	0.149
Conduct an investigation to identify why John was not invited to this event.	South Africa	United States	-0.62	0.000
		Germany	-0.86	0.000
		Spain	-0.43	0.001
		France	-0.14	0.533
		Jordan	-0.61	0.000

Leadership across Differences

Conduct an investigation to identify why John was not invited to this event.	France	United States	-0.47	0.037
		Germany	-0.72	0.001
		Spain	-0.29	0.199
		South Africa	0.14	0.533
		Jordan	-0.46	0.045
Conduct an investigation to identify why John was not invited to this event.	Jordan	United States	-0.01	0.931
		Germany	-0.26	0.039
		Spain	0.18	0.149
		South Africa	0.61	0.000
		France	0.46	0.045
Establish a task force to make recommendations for addressing the situation.	United States	Germany	0.11	0.587
		Spain	0.45	0.000
		South Africa	0.82	0.000
		France	0.01	0.971
		Jordan	0.74	0.000
Establish a task force to make recommendations for addressing the situation.	Germany	United States	-0.11	0.587
		Spain	0.34	0.091
		South Africa	0.71	0.001
		France	-0.10	0.717
		Jordan	0.63	0.003
Establish a task force to make recommendations for addressing the situation.	Spain	United States	-0.45	0.000
		Germany	-0.34	0.091
		South Africa	0.38	0.003
		France	-0.44	0.055
		Jordan	0.29	0.020
Establish a task force to make recommendations for addressing the situation.	South Africa	United States	-0.82	0.000
		Germany	-0.71	0.001
		Spain	-0.38	0.003
		France	-0.82	0.001
		Jordan	-0.08	0.564
Establish a task force to make recommendations for addressing the situation.	France	United States	-0.01	0.971
		Germany	0.10	0.717
		Spain	0.44	0.055

Leadership across Differences

		South Africa	0.82	0.001
		Jordan	0.73	0.002
Establish a task force to make Jordan recommendations for addressing the situation.		United States	-0.74	0.000
		Germany	-0.63	0.003
		Spain	-0.29	0.020
		South Africa	0.08	0.564
		France	-0.73	0.002
Call a meeting of the parties involved to get the facts.	United States	Germany	-0.01	0.935
		Spain	-0.06	0.590
		South Africa	0.48	0.000
		France	-0.12	0.605
		Jordan	0.06	0.639
Call a meeting of the parties involved to get the facts.	Germany	United States	0.01	0.935
		Spain	-0.05	0.630
		South Africa	0.49	0.000
		France	-0.11	0.629
		Jordan	0.07	0.573
Call a meeting of the parties involved to get the facts.	Spain	United States	0.06	0.590
		Germany	0.05	0.630
		South Africa	0.54	0.000
		France	-0.06	0.798
		Jordan	0.12	0.318
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.48	0.000
		Germany	-0.49	0.000
		Spain	-0.54	0.000
		France	-0.59	0.010
		Jordan	-0.42	0.002
Call a meeting of the parties involved to get the facts.	France	United States	0.12	0.605
		Germany	0.11	0.629
		Spain	0.06	0.798
		South Africa	0.59	0.010
		Jordan	0.18	0.442
Call a meeting of the parties involved to get the facts.	Jordan	United States	-0.06	0.639
		Germany	-0.07	0.573
		Spain	-0.12	0.318
		South Africa	0.42	0.002
		France	-0.18	0.442

Leadership across Differences

Talk informally to a few people and find out more about what is going on.	United States	Germany	-0.11	0.380
		Spain	-0.10	0.393
		South Africa	0.11	0.433
		France	-0.13	0.604
		Jordan	0.16	0.262
Talk informally to a few people and find out more about what is going on.	Germany	United States	0.11	0.380
		Spain	0.01	0.962
		South Africa	0.22	0.105
		France	-0.02	0.934
		Jordan	0.27	0.048
Talk informally to a few people and find out more about what is going on.	Spain	United States	0.10	0.393
		Germany	-0.01	0.962
		South Africa	0.22	0.107
		France	-0.03	0.916
		Jordan	0.26	0.048
Talk informally to a few people and find out more about what is going on.	South Africa	United States	-0.11	0.433
		Germany	-0.22	0.105
		Spain	-0.22	0.107
		France	-0.24	0.348
		Jordan	0.05	0.760
Talk informally to a few people and find out more about what is going on.	France	United States	0.13	0.604
		Germany	0.02	0.934
		Spain	0.03	0.916
		South Africa	0.24	0.348
		Jordan	0.29	0.263
Talk informally to a few people and find out more about what is going on.	Jordan	United States	-0.16	0.262
		Germany	-0.27	0.048
		Spain	-0.26	0.048
		South Africa	-0.05	0.760
		France	-0.29	0.263
Unify employees by reminding them of the shared goals of the organization.	United States	Germany	-0.02	0.873
		Spain	-0.09	0.407
		South Africa	0.19	0.153

Leadership across Differences

	France	0.29	0.195
	Jordan	0.79	0.000
Unify employees by reminding Germany the of the shared goals of the organization.	United States	0.02	0.873
	Spain	-0.07	0.482
	South Africa	0.20	0.102
	France	0.31	0.162
	Jordan	0.81	0.000
Unify employees by reminding Spain the of the shared goals of the organization.	United States	0.09	0.407
	Germany	0.07	0.482
	South Africa	0.28	0.023
	France	0.38	0.080
	Jordan	0.89	0.000
Unify employees by reminding South Africa the of the shared goals of the organization.	United States	-0.19	0.153
	Germany	-0.20	0.102
	Spain	-0.28	0.023
	France	0.10	0.650
	Jordan	0.61	0.000
Unify employees by reminding France the of the shared goals of the organization.	United States	-0.29	0.195
	Germany	-0.31	0.162
	Spain	-0.38	0.080
	South Africa	-0.10	0.650
	Jordan	0.50	0.026
Unify employees by reminding Jordan the of the shared goals of the organization.	United States	-0.79	0.000
	Germany	-0.81	0.000
	Spain	-0.89	0.000
	South Africa	-0.61	0.000
	France	-0.50	0.026
Let the situation play itself out on United States nothing.	Germany	-0.17	0.114
	Spain	-0.15	0.170
	South Africa	-0.25	0.049
	France	0.20	0.360
	Jordan	0.51	0.000
Let the situation play itself out on Germany nothing.	United States	0.17	0.114
	Spain	0.03	0.794

Leadership across Differences

	South Africa	-0.07	0.554
	France	0.37	0.079
	Jordan	0.69	0.000
Let the situation play itself out; Spain nothing.	United States	0.15	0.170
	Germany	-0.03	0.794
	South Africa	-0.10	0.406
	France	0.34	0.101
	Jordan	0.66	0.000
Let the situation play itself out; South Africa nothing.	United States	0.25	0.049
	Germany	0.07	0.554
	Spain	0.10	0.406
	France	0.44	0.044
	Jordan	0.76	0.000
Let the situation play itself out; France nothing.	United States	-0.20	0.360
	Germany	-0.37	0.079
	Spain	-0.34	0.101
	South Africa	-0.44	0.044
	Jordan	0.32	0.142
Let the situation play itself out; Jordan nothing.	United States	-0.51	0.000
	Germany	-0.69	0.000
	Spain	-0.66	0.000
	South Africa	-0.76	0.000
	France	-0.32	0.142
Encourage anyone who is both the United States by the situation to transfer to another part of the organization	Germany	0.05	0.583
	Spain	0.11	0.233
	South Africa	0.05	0.623
	France	0.02	0.917
	Jordan	1.10	0.000
Encourage anyone who is both the Germany by the situation to transfer to another part of the organization	United States	-0.05	0.583
	Spain	0.06	0.509
	South Africa	0.00	0.996
	France	-0.03	0.855
	Jordan	1.05	0.000
Encourage anyone who is both the Spain by the situation to transfer to another part of the organization	United States	-0.11	0.233
	Germany	-0.06	0.509
	South Africa	-0.06	0.568

Leadership across Differences

	France	-0.09	0.612
	Jordan	0.99	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States	-0.05	0.623
	Germany	0.00	0.996
	Spain	0.06	0.568
	France	-0.03	0.858
	Jordan	1.05	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States	-0.02	0.917
	Germany	0.03	0.855
	Spain	0.09	0.612
	South Africa	0.03	0.858
	Jordan	1.08	0.000
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	United States	-1.10	0.000
	Germany	-1.05	0.000
	Spain	-0.99	0.000
	South Africa	-1.05	0.000
	France	-1.08	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	-0.22	0.065
	Germany	0.19	0.105
	Spain	0.21	0.117
	France	0.38	0.098
	Jordan	1.85	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	0.22	0.065
	Spain	0.41	0.000
	South Africa	0.43	0.001
	France	0.60	0.008
	Jordan	2.07	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	-0.19	0.105
	Germany	-0.41	0.000
	South Africa	0.02	0.861
	France	0.19	0.393
	Jordan	1.67	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	-0.21	0.117
	Germany	-0.43	0.001
	Spain	-0.02	0.861
	France	0.17	0.469

Leadership across Differences

	Jordan	1.64	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	-0.38	0.098
	Germany	-0.60	0.008
	Spain	-0.19	0.393
	South Africa	-0.17	0.469
	Jordan	1.47	0.000
Punish anyone who disrupts the work in response to the gossip.	United States	-1.85	0.000
	Germany	-2.07	0.000
	Spain	-1.67	0.000
	South Africa	-1.64	0.000
	France	-1.47	0.000
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	United States	0.10	0.401
	Germany		
	Spain	-0.13	0.267
	South Africa	0.23	0.086
	France	-0.80	0.000
	Jordan	0.15	0.253
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	Germany		
	United States	-0.10	0.401
	Spain	-0.22	0.038
	South Africa	0.13	0.311
	France	-0.89	0.000
	Jordan	0.05	0.683
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	Spain		
	United States	0.13	0.267
	Germany	0.22	0.038
	South Africa	0.35	0.005
	France	-0.67	0.003
	Jordan	0.27	0.025
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	South Africa		
	United States	-0.23	0.086
	Germany	-0.13	0.311
	Spain	-0.35	0.005

Leadership across Differences

	France	-1.02	0.000
	Jordan	-0.08	0.579
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	United States	0.80	0.000
	Germany	0.89	0.000
	Spain	0.67	0.003
	South Africa	1.02	0.000
	Jordan	0.94	0.000
Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	United States	-0.15	0.253
	Germany	-0.05	0.683
	Spain	-0.27	0.025
	South Africa	0.03	0.579
	France	-0.94	0.000
Encourage debate and discuss about what happened.	United States	0.29	0.211
	Spain	0.02	0.884
	South Africa	0.39	0.013
	France	-0.19	0.478
	Jordan	-0.29	0.059
Encourage debate and discuss about what happened.	United States	-0.29	0.211
	Spain	-0.27	0.231
	South Africa	0.10	0.678
	France	-0.48	0.138
	Jordan	-0.58	0.015
Encourage debate and discuss about what happened.	United States	-0.02	0.884
	Germany	0.27	0.231
	South Africa	0.37	0.012
	France	-0.21	0.425
	Jordan	-0.31	0.032
Encourage debate and discuss about what happened.	United States	-0.39	0.013
	Germany	-0.10	0.678
	Spain	-0.37	0.012
	France	-0.57	0.035
	Jordan	-0.68	0.000
Encourage debate and discuss about what happened.	United States	0.19	0.478

Leadership across Differences

	Germany	0.48	0.138
	Spain	0.21	0.425
	South Africa	0.57	0.035
	Jordan	-0.10	0.707
Encourage debate and discuss Jordan about what happened.	United States	0.29	0.059
	Germany	0.58	0.015
	Spain	0.31	0.032
	South Africa	0.68	0.000
	France	0.10	0.707
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	United States	0.25	0.025
	Spain	0.05	0.673
	South Africa	0.21	0.096
	France	0.97	0.000
	Jordan	1.62	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	Germany	-0.25	0.025
	Spain	-0.20	0.047
	South Africa	-0.04	0.736
	France	0.72	0.001
	Jordan	1.37	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	Spain	-0.05	0.673
	Germany	0.20	0.047
	South Africa	0.16	0.168
	France	0.92	0.000
	Jordan	1.57	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	South Africa	-0.21	0.096
	Germany	0.04	0.736
	Spain	-0.16	0.168
	France	0.76	0.000
	Jordan	1.41	0.000
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	France	-0.97	0.000
	United States	-0.72	0.001
	Germany	-0.72	0.001

Leadership across Differences

	Spain	-0.92	0.000
	South Africa	-0.76	0.000
	Jordan	0.65	0.003
Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	United States	-1.62	0.000
	Germany	-1.37	0.000
	Spain	-1.57	0.000
	South Africa	-1.41	0.000
	France	-0.65	0.003
Ask some of John's coworkers to try to get everyone to calm down.	United States	0.75	0.000
	Spain	0.99	0.000
	South Africa	0.87	0.000
	France	1.29	0.000
	Jordan	1.75	0.000
Ask some of John's coworkers to try to get everyone to calm down.	United States	-0.75	0.000
	Spain	0.24	0.041
	South Africa	0.12	0.383
	France	0.54	0.028
	Jordan	1.00	0.000
Ask some of John's coworkers to try to get everyone to calm down.	United States	-0.99	0.000
	Germany	-0.24	0.041
	South Africa	-0.12	0.377
	France	0.30	0.217
	Jordan	0.76	0.000
Ask some of John's coworkers to try to get everyone to calm down.	United States	-0.87	0.000
	Germany	-0.12	0.383
	Spain	0.12	0.377
	France	0.42	0.099
	Jordan	0.88	0.000
Ask some of John's coworkers to try to get everyone to calm down.	United States	-1.29	0.000
	Germany	-0.54	0.028
	Spain	-0.30	0.217
	South Africa	-0.42	0.099
	Jordan	0.46	0.071
Ask some of John's coworkers to try to get everyone to calm down.	United States	-1.75	0.000
	Germany	-1.00	0.000
	Spain	-0.76	0.000
	South Africa	-0.88	0.000

Leadership across Differences

	France	-0.46	0.071
Inform the media about what is United States going on.	Germany	-0.18	0.263
	Spain	0.15	0.114
	South Africa	-0.03	0.844
	France	-0.20	0.276
	Jordan	0.47	0.000
Inform the media about what is Germany going on.	United States	0.18	0.263
	Spain	0.32	0.036
	South Africa	0.15	0.398
	France	-0.02	0.920
	Jordan	0.64	0.000
Inform the media about what is Spain going on.	United States	-0.15	0.114
	Germany	-0.32	0.036
	South Africa	-0.17	0.169
	France	-0.35	0.054
	Jordan	0.32	0.001
Inform the media about what is South Africa going on.	United States	0.03	0.844
	Germany	-0.15	0.398
	Spain	0.17	0.169
	France	-0.17	0.388
	Jordan	0.49	0.000
Inform the media about what is France going on.	United States	0.20	0.276
	Germany	0.02	0.920
	Spain	0.35	0.054
	South Africa	0.17	0.388
	Jordan	0.67	0.000
Inform the media about what is Jordan going on.	United States	-0.47	0.000
	Germany	-0.64	0.000
	Spain	-0.32	0.001
	South Africa	-0.49	0.000
	France	-0.67	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	United States	0.14	0.102
	Germany		
	Spain	0.16	0.048
	South Africa	0.08	0.428
	France	-0.08	0.619
	Jordan	0.68	0.000

Leadership across Differences

Redesign the work so that members of different racial groups will no longer have to interact with one another.	Germany	United States	-0.14	0.102
		Spain	0.02	0.755
		South Africa	-0.06	0.495
		France	-0.22	0.179
		Jordan	0.54	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	Spain	United States	-0.16	0.048
		Germany	-0.02	0.755
		South Africa	-0.09	0.333
		France	-0.25	0.133
		Jordan	0.52	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	South Africa	United States	-0.08	0.428
		Germany	0.06	0.495
		Spain	0.09	0.333
		France	-0.16	0.352
		Jordan	0.60	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	France	United States	0.08	0.619
		Germany	0.22	0.179
		Spain	0.25	0.133
		South Africa	0.16	0.352
		Jordan	0.76	0.000
Redesign the work so that members of different racial groups will no longer have to interact with one another.	Jordan	United States	-0.68	0.000
		Germany	-0.54	0.000
		Spain	-0.52	0.000
		South Africa	-0.60	0.000
		France	-0.76	0.000
Direct employees to stop the gossip and informal conversations.	United States	Germany	-0.02	0.903
		Spain	0.03	0.805
		South Africa	0.33	0.029
		France	0.06	0.806
		Jordan	1.62	0.000
Direct employees to stop the	Germany	United States	0.02	0.903

Leadership across Differences

gossip and informal conversation	Spain	0.05	0.693
	South Africa	0.35	0.017
	France	0.08	0.754
	Jordan	1.64	0.000
Direct employees to stop the Spain gossip and informal conversations.	United States	-0.03	0.805
	Germany	-0.05	0.693
	South Africa	0.30	0.035
	France	0.03	0.902
	Jordan	1.59	0.000
Direct employees to stop the South Africa gossip and informal conversation	United States	-0.33	0.029
	Germany	-0.35	0.017
	Spain	-0.30	0.035
	France	-0.27	0.311
	Jordan	1.29	0.000
Direct employees to stop the France gossip and informal conversations.	United States	-0.36	0.806
	Germany	-0.08	0.754
	Spain	-0.03	0.902
	South Africa	0.27	0.311
	Jordan	1.56	0.000
Direct employees to stop the Jordan gossip and informal conversation	United States	-1.62	0.000
	Germany	-1.64	0.000
	Spain	-1.59	0.000
	South Africa	-1.29	0.000
	France	-1.56	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	-0.02	0.802
	Germany	-0.02	0.802
	Spain	-0.02	0.819
	South Africa	0.18	0.101
	France	-0.43	0.022
	Jordan	-0.11	0.331
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	0.02	0.802
	Germany	0.02	0.802
	Spain	0.00	0.976
	South Africa	0.21	0.053
	France	-0.41	0.028
	Jordan	-0.08	0.437

Leadership across Differences

Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	0.02	0.819
	Germany	0.00	0.976
	South Africa	0.20	0.051
	France	-0.41	0.026
	Jordan	-0.08	0.411
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	-0.18	0.101
	Germany	-0.21	0.053
	Spain	-0.20	0.051
	France	-0.62	0.002
	Jordan	-0.29	0.014
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	0.43	0.022
	Germany	0.41	0.028
	Spain	0.41	0.026
	South Africa	0.62	0.002
	Jordan	0.33	0.088
Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them	United States	0.11	0.331
	Germany	0.08	0.437
	Spain	0.08	0.411
	South Africa	0.29	0.014
	France	-0.33	0.088
Insist that whoever left John out apologize to John.	United States	0.17	0.182
	Spain	0.25	0.045
	South Africa	0.31	0.035
	France	0.25	0.314
	Jordan	0.26	0.068
Insist that whoever left John out apologize to John.	United States	-0.17	0.182
	Spain	0.08	0.498
	South Africa	0.14	0.330
	France	0.08	0.748

Leadership across Differences

	Jor dan	0.09	0.510
Insist that whoever left John out Spain apologize to John.	United States	-0.25	0.045
	Ger many	-0.08	0.498
	South Afr ica	0.06	0.684
	Fr ance	0.00	0.994
	Jor dan	0.01	0.938
Insist that whoever left John out South Africa apologize to John.	United States	-0.31	0.035
	Ger many	-0.14	0.330
	Spain	-0.06	0.684
	Fr ance	-0.06	0.822
	Jor dan	-0.04	0.769
Insist that whoever left John out France apologize to John.	United States	-0.25	0.314
	Ger many	-0.08	0.748
	Spain	0.00	0.994
	South Afr ica	0.06	0.822
	Jor dan	0.01	0.961
Insist that whoever left John out Jordan apologize to John.	United States	-0.26	0.068
	Ger many	-0.09	0.510
	Spain	-0.01	0.938
	South Afr ica	0.04	0.769
	Fr ance	-0.01	0.961
Take legal action against whoever United States left John out.	Ger many	0.13	0.535
	Spain	0.72	0.000
	South Afr ica	0.15	0.252
	Fr ance	-0.20	0.388
	Jor dan	1.46	0.000
Take legal action against whoever Germany left John out.	United States	-0.13	0.535
	Spain	0.59	0.004
	South Afr ica	0.02	0.911
	Fr ance	-0.33	0.250
	Jor dan	1.33	0.000
Take legal action against whoever Spain left John out.	United States	-0.72	0.000
	Ger many	-0.59	0.004
	South Afr ica	-0.57	0.000
	Fr ance	-0.92	0.000
	Jor dan	0.74	0.000
Take legal action against whoever South Africa left John out.	United States	-0.15	0.252

Leadership across Differences

		Germany	-0.02	0.911
		Spain	0.57	0.000
		France	-0.35	0.135
		Jordan	1.30	0.000
Take legal action against whoever France left John out.		United States	0.20	0.388
		Germany	0.33	0.250
		Spain	0.92	0.000
		South Africa	0.35	0.135
		Jordan	1.65	0.000
Take legal action against whoever Jordan left John out.		United States	-1.46	0.000
		Germany	-1.33	0.000
		Spain	-0.74	0.000
		South Africa	-1.30	0.000
		France	-1.65	0.000
Apologize to those who were offended.	United States	Germany	-0.50	0.000
		Spain	-0.26	0.014
		South Africa	-0.15	0.229
		France	-0.52	0.016
		Jordan	-0.36	0.003
Apologize to those who were offended.	Germany	United States	0.50	0.000
		Spain	0.24	0.018
		South Africa	0.35	0.003
		France	-0.02	0.940
		Jordan	0.14	0.224
Apologize to those who were offended.	Spain	United States	0.26	0.014
		Germany	-0.24	0.018
		South Africa	0.11	0.327
		France	-0.26	0.225
		Jordan	-0.10	0.395
Apologize to those who were offended.	South Africa	United States	0.15	0.229
		Germany	-0.35	0.003
		Spain	-0.11	0.327
		France	-0.37	0.093
		Jordan	-0.21	0.105
Apologize to those who were offended.	France	United States	0.52	0.016
		Germany	0.02	0.940
		Spain	0.26	0.225
		South Africa	0.37	0.093

Leadership across Differences

	Jor dan	0.16	0.470
Apol ogize to those who were offended.	United States	0.36	0.003
	Ger many	-0.14	0.224
	Spain	0.10	0.395
	South Afr ica	0.21	0.105
	Fr ance	-0.16	0.470
Appoint a qual ified person from John's racial group to a super visor y job.	United States	0.04	0.862
	Spain	0.11	0.383
	South Afr ica	-0.17	0.235
	Fr ance	-0.08	0.754
	Jor dan	0.60	0.000
Appoint a qual ified person fr John's racial group to a super visor y job.	United States	-0.04	0.862
	Spain	0.07	0.731
	South Afr ica	-0.21	0.345
	Fr ance	-0.11	0.701
	Jor dan	0.56	0.010
Appoint a qual ified person fr John's racial group to a super visor y job.	United States	-0.11	0.383
	Ger many	-0.07	0.731
	South Afr ica	-0.28	0.040
	Fr ance	-0.18	0.443
	Jor dan	0.49	0.000
Appoint a qual ified person fr John's racial group to a super visor y job.	United States	0.17	0.235
	Ger many	0.21	0.345
	Spain	0.28	0.040
	Fr ance	0.09	0.710
	Jor dan	0.77	0.000
Appoint a qual ified person fr John's racial group to a super visor y job.	United States	0.08	0.754
	Ger many	0.11	0.701
	Spain	0.18	0.443
	South Afr ica	-0.09	0.710
	Jor dan	0.67	0.007
Appoint a qual ified person fr John's racial group to a super visor y job.	United States	-0.60	0.000
	Ger many	-0.56	0.010

Leadership across Differences

	Spain	-0.49	0.000
	South Africa	-0.77	0.000
	France	-0.67	0.007
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States Germany	-0.09	0.436
	Spain	-0.45	0.000
	South Africa	-0.17	0.186
	France	-0.44	0.040
	Jordan	0.14	0.255
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States	0.09	0.436
	Spain	-0.37	0.000
	South Africa	-0.08	0.511
	France	-0.36	0.094
	Jordan	0.23	0.056
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States	0.45	0.000
	Germany	0.37	0.000
	South Africa	0.29	0.016
	France	0.01	0.962
	Jordan	0.60	0.000
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States	0.17	0.186
	Germany	0.08	0.511
	Spain	-0.29	0.016
	France	-0.28	0.209
	Jordan	0.31	0.021
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States	0.44	0.040
	Germany	0.36	0.094
	Spain	-0.01	0.962
	South Africa	0.28	0.209
	Jordan	0.59	0.008
Initiate team building exercises the members of Tom's and John's respective racial groups.	United States	-0.14	0.255
	Germany	-0.23	0.056
	Spain	-0.60	0.000
	South Africa	-0.31	0.021
	France	-0.59	0.008
Initiate coaching for however	United States Germany	-0.43	0.000

Leadership across Differences

organized the party.

		Spain	-0.35	0.003
		South Africa	-0.10	0.465
		France	0.36	0.115
		Jordan	0.31	0.019
Initiate coaching for whoever organized the party.	Germany	United States	0.43	0.000
		Spain	0.08	0.450
		South Africa	0.34	0.010
		France	0.80	0.000
		Jordan	0.75	0.000
Initiate coaching for whoever organized the party.	Spain	United States	0.35	0.003
		Germany	-0.08	0.450
		South Africa	0.25	0.048
		France	0.71	0.002
		Jordan	0.67	0.000
Initiate coaching for whoever organized the party.	South Africa	United States	0.10	0.465
		Germany	-0.34	0.010
		Spain	-0.25	0.048
		France	0.46	0.050
		Jordan	0.41	0.004
Initiate coaching for whoever organized the party.	France	United States	-0.36	0.115
		Germany	-0.80	0.000
		Spain	-0.71	0.002
		South Africa	-0.46	0.050
		Jordan	-0.05	0.834
Initiate coaching for whoever organized the party.	Jordan	United States	-0.31	0.019
		Germany	-0.75	0.000
		Spain	-0.67	0.000
		South Africa	-0.41	0.004
		France	0.05	0.834
Develop a policy that threatens anyone with immediate termination for excluding certain employees from company sponsored events.	United States	Germany	-0.12	0.403
		Spain	0.03	0.822
		South Africa	-0.04	0.809
		France	-0.04	0.881
		Jordan	0.56	0.001
Develop a policy that threatens anyone with immediate	Germany	United States	0.12	0.403

Leadership across Differences

termination for excluding certain employees from company sponsored events.

Spain	0.16	0.252
South Africa	0.08	0.603
France	0.08	0.780
Jordan	0.68	0.000

Develop a policy that threatens anyone with immediate termination for excluding certain employees from company sponsored events.

United States	-0.03	0.822
Germany	-0.16	0.252
South Africa	-0.07	0.643
France	-0.08	0.789
Jordan	0.53	0.001

Develop a policy that threatens South Africa anyone with immediate termination for excluding certain employees from company sponsored events.

United States	0.04	0.809
Germany	-0.08	0.603
Spain	0.07	0.643
France	0.00	0.991
Jordan	0.60	0.001

Develop a policy that threatens France anyone with immediate termination for excluding certain employees from company sponsored events.

United States	0.04	0.881
Germany	-0.08	0.780
Spain	0.08	0.789
South Africa	0.00	0.991
Jordan	0.60	0.041

Develop a policy that threatens Jordan anyone with immediate termination for excluding certain employees from company sponsored events.

United States	-0.56	0.001
Germany	-0.68	0.000
Spain	-0.53	0.001
South Africa	-0.60	0.001
France	-0.60	0.041

Develop a policy that threatens United States anyone with legal action for excluding certain employees from company sponsored events.

Germany	-0.02	0.944
Spain	0.21	0.135
South Africa	-0.20	0.305

Leadership across Differences

	France	-0.09	0.755
	Jordan	1.20	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	United States	0.02	0.944
	Spain	0.22	0.333
	South Africa	-0.18	0.495
	France	-0.07	0.835
	Jordan	1.22	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	United States	-0.21	0.135
	Germany	-0.22	0.333
	South Africa	-0.41	0.030
	France	-0.29	0.277
	Jordan	1.00	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	United States	0.20	0.305
	Germany	0.18	0.495
	Spain	0.41	0.030
	France	0.11	0.704
	Jordan	1.40	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	United States	0.09	0.755
	Germany	0.07	0.835
	Spain	0.29	0.277
	South Africa	-0.11	0.704
	Jordan	1.29	0.000
Develop a policy that threatens anyone with legal action for excluding certain employees from company-sponsored events.	United States	-1.20	0.000
	Germany	-1.22	0.000
	Spain	-1.00	0.000
	South Africa	-1.40	0.000
	France	-1.29	0.000
Establish an independent office to handle such incidents.	United States	0.44	0.001
	Spain	-0.15	0.270
	South Africa	0.11	0.487
	France	-0.01	0.979

Leadership across Differences

	Jor dan	0.81	0.000
Establ ish an independent officGer many handl e such incidents.	United States	-0.44	0.001
	Spain	-0.59	0.000
	South Afr ica	-0.34	0.022
	Fr ance	-0.45	0.082
	Jor dan	0.37	0.012
Establ ish an independent officSpain handl e such incidents.	United States	0.15	0.270
	Ger many	0.59	0.000
	South Afr ica	0.25	0.081
	Fr ance	0.14	0.586
	Jor dan	0.95	0.000
Establ ish an independent officSouth Afr ica handl e such incidents.	United States	-0.11	0.487
	Ger many	0.34	0.022
	Spain	-0.25	0.081
	Fr ance	-0.11	0.672
	Jor dan	0.70	0.000
Establ ish an independent officFr ance handl e such incidents.	United States	0.01	0.979
	Ger many	0.45	0.082
	Spain	-0.14	0.586
	South Afr ica	0.11	0.672
	Jor dan	0.81	0.002
Establ ish an independent officJor dan handl e such incidents.	United States	-0.81	0.000
	Ger many	-0.37	0.012
	Spain	-0.95	0.000
	South Afr ica	-0.70	0.000
	Fr ance	-0.81	0.002
St op hir ing so many peopl e fr oUnited States John's racial group.	Ger many	0.18	0.270
	Spain	0.17	0.067
	South Afr ica	0.21	0.056
	Fr ance	0.12	0.524
	Jor dan	1.10	0.000
St op hir ing so many peopl e fr oGer many John's racial group.	United States	-0.18	0.270
	Spain	-0.01	0.970
	South Afr ica	0.03	0.861
	Fr ance	-0.06	0.786
	Jor dan	0.92	0.000
St op hir ing so many peopl e fr oSpain John's racial group.	United States	-0.17	0.067

Leadership across Differences

	Germany	0.01	0.970
	South Africa	0.04	0.732
	France	-0.05	0.763
	Jordan	0.93	0.000
Stop hiring so many people from South Africa John's racial group.	United States	-0.21	0.056
	Germany	-0.03	0.861
	Spain	-0.04	0.732
	France	-0.09	0.634
	Jordan	0.90	0.000
Stop hiring so many people from France John's racial group.	United States	-0.12	0.524
	Germany	0.06	0.786
	Spain	0.05	0.763
	South Africa	0.09	0.634
	Jordan	0.98	0.000
Stop hiring so many people from Jordan John's racial group.	United States	-1.10	0.000
	Germany	-0.92	0.000
	Spain	-0.93	0.000
	South Africa	-0.90	0.000
	France	-0.98	0.000
Conduct a best practices survey develop recommendations based on what other organizations do	United States	0.17	0.122
	Germany		
	Spain	-0.11	0.337
	South Africa	0.23	0.076
	France	-0.24	0.277
	Jordan	0.10	0.408
Conduct a best practices survey develop recommendations based on what other organizations do	United States	-0.17	0.122
	Germany		
	Spain	-0.28	0.007
	South Africa	0.05	0.669
	France	-0.41	0.056
	Jordan	-0.07	0.559
Conduct a best practices survey develop recommendations based on what other organizations do	United States	0.11	0.337
	Germany	0.28	0.007
	South Africa	0.33	0.006
	France	-0.13	0.540
	Jordan	0.21	0.075
Conduct a best practices survey develop recommendations based on what other organizations do	United States	-0.23	0.076
	Germany		
	South Africa		
	France		
	Jordan		

Leadership across Differences

	Germany	-0.05	0.669
	Spain	-0.33	0.006
	France	-0.46	0.038
	Jordan	-0.12	0.362
Conduct a best practices survey	United States	0.24	0.277
develop recommendations based on what other organizations do	Germany	0.41	0.056
	Spain	0.13	0.540
	South Africa	0.46	0.038
	Jordan	0.34	0.125
Conduct a best practices survey	United States	-0.10	0.408
develop recommendations based on what other organizations do.	Germany	0.07	0.559
	Spain	-0.21	0.075
	South Africa	0.12	0.362
	France	-0.34	0.125
Hold training programs for each	United States	-0.29	0.006
people from different racial	Germany		
how to work together without	Spain	-0.05	0.651
disruption.	South Africa	0.02	0.837
	France	-0.54	0.009
	Jordan	-0.13	0.283
Hold training programs to teach	United States	0.29	0.006
people from different racial	Germany		
how to work together without	Spain	0.24	0.012
disruption.	South Africa	0.32	0.006
	France	-0.24	0.224
	Jordan	0.17	0.143
Hold training programs to teach	United States	0.05	0.651
people from different racial groups	Spain		
how to work together without	Germany	-0.24	0.012
disruption.	South Africa	0.07	0.527
	France	-0.49	0.014
	Jordan	-0.08	0.472
Hold training programs to teach	United States	-0.02	0.837
people from different racial groups	South Africa		
how to work together without	Germany	-0.32	0.006
disruption.			

Leadership across Differences

	Spain	-0.07	0.527	
	France	-0.56	0.007	
	Jordan	-0.15	0.231	
Hold training programs to teach France people from different racial groups how to work together without disruption.	United States	0.54	0.009	
	Germany	0.24	0.224	
	Spain	0.49	0.014	
	South Africa	0.56	0.007	
	Jordan	0.41	0.049	
Hold training programs to teach Jordan people from different racial groups how to work together without disruption.	United States	0.13	0.283	
	Germany	-0.17	0.143	
	Spain	0.08	0.472	
	South Africa	0.15	0.231	
	France	-0.41	0.049	
Acknowledge the grievances of the members of John's racial group.	United States	Germany	-0.35	0.043
	Spain	-0.91	0.000	
	South Africa	-0.15	0.193	
	France	-1.05	0.000	
	Jordan	-1.03	0.000	
Acknowledge the grievances of the members of John's racial group.	Germany	United States	0.35	0.043
	Spain	-0.55	0.001	
	South Africa	0.20	0.269	
	France	-0.70	0.004	
	Jordan	-0.68	0.000	
Acknowledge the grievances of the members of John's racial group.	Spain	United States	0.91	0.000
	Germany	0.55	0.001	
	South Africa	0.75	0.000	
	France	-0.15	0.454	
	Jordan	-0.12	0.258	
Acknowledge the grievances of South Africa the members of John's racial group.	United States	0.15	0.193	
	Germany	-0.20	0.269	
	Spain	-0.75	0.000	
	France	-0.90	0.000	
	Jordan	-0.88	0.000	

Leadership across Differences

Acknowledge the grievances of France the members of John's racial group.	United States	1.05	0.000
	Germany	0.70	0.004
	Spain	0.15	0.454
	South Africa	0.90	0.000
	Jordan	0.02	0.908
Acknowledge the grievances of Jordan the members of John's racial group.	United States	1.03	0.000
	Germany	0.68	0.000
	Spain	0.12	0.258
	South Africa	0.88	0.000
	France	-0.02	0.908
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	United States	0.34	0.007
	Germany	0.08	0.519
	Spain	0.07	0.609
	France	-0.44	0.068
	Jordan	-0.06	0.679
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	United States	-0.34	0.007
	Germany	-0.26	0.023
	Spain	-0.27	0.049
	France	-0.78	0.001
	Jordan	-0.40	0.003
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	United States	-0.08	0.519
	Germany	0.26	0.023
	Spain	-0.01	0.964
	France	-0.51	0.028
	Jordan	-0.13	0.297
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	United States	-0.07	0.609
	Germany	0.27	0.049
	Spain	0.01	0.964
	France	-0.51	0.038
	Jordan	-0.13	0.384

Leadership across Differences

Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	France	United States	0.44	0.068
		Germany	0.78	0.001
		Spain	0.51	0.028
		South Africa	0.51	0.038
		Jordan	0.38	0.119
Redesign the work so that people from different racial groups are working together on important tasks that require cooperation	Jordan	United States	0.06	0.679
		Germany	0.40	0.003
		Spain	0.13	0.297
		South Africa	0.13	0.384
		France	-0.38	0.119
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	United States	Germany	-0.10	0.325
		Spain	0.01	0.951
		South Africa	0.04	0.737
		France	-0.62	0.001
		Jordan	0.15	0.170
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Germany	United States	0.10	0.325
		Spain	0.10	0.258
		South Africa	0.13	0.209
		France	-0.52	0.006
		Jordan	0.25	0.019
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Spain	United States	-0.01	0.951
		Germany	-0.10	0.258
		South Africa	0.03	0.764
		France	-0.62	0.001
		Jordan	0.15	0.160
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	South Africa	United States	-0.04	0.737
		Germany	-0.13	0.209

Leadership across Differences

		Spain	-0.03	0.764
		France	-0.65	0.001
		Jordan	0.11	0.333
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	France	United States	0.62	0.001
		Germany	0.52	0.006
		Spain	0.62	0.001
		South Africa	0.65	0.001
		Jordan	0.77	0.000
Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	Jordan	United States	-0.15	0.170
		Germany	-0.25	0.019
		Spain	-0.15	0.160
		South Africa	-0.11	0.333
		France	-0.77	0.000
Showcase areas of the organization where people from different racial groups work together effectively.	United States	Germany	-0.14	0.434
		Spain	0.31	0.004
		South Africa	0.30	0.014
		France	-0.06	0.761
		Jordan	0.34	0.005
Showcase areas of the organization where people from different racial groups work together effectively.	Germany	United States	0.14	0.434
		Spain	0.45	0.012
		South Africa	0.44	0.018
		France	0.08	0.753
		Jordan	0.48	0.010
Showcase areas of the organization where people from different racial groups work together effectively.	Spain	United States	-0.31	0.004
		Germany	-0.45	0.012
		South Africa	0.00	0.970
		France	-0.37	0.071
		Jordan	0.03	0.773
Showcase areas of the organization where people from	South Africa	United States	-0.30	0.014

Leadership across Differences

different racial groups work together effectively.

Germany	-0.44	0.018
Spain	0.00	0.970
France	-0.37	0.087
Jordan	0.04	0.775

Showcase areas of the organization where people from different racial groups work together effectively.

United States	0.06	0.761

Germany	-0.08	0.753
Spain	0.37	0.071
South Africa	0.37	0.087
Jordan	0.40	0.059

Showcase areas of the organization where people from different racial groups work together effectively.

United States	-0.34	0.005

Germany	-0.43	0.010
Spain	-0.03	0.773
South Africa	-0.04	0.775
France	-0.40	0.059

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

United States	0.44	0.001

Spain	-0.10	0.410
South Africa	0.35	0.016
France	0.07	0.793
Jordan	0.99	0.000

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

United States	-0.44	0.001

Spain	-0.54	0.000
South Africa	-0.08	0.555
France	-0.37	0.132
Jordan	0.56	0.000

Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.

United States	0.10	0.410

Germany	0.54	0.000
South Africa	0.46	0.001
France	0.17	0.489
Jordan	1.10	0.000

Establish a reward system for South Africa

United States	-0.35	0.016

Leadership across Differences

high-performing work groups
where differences between racial
groups don't get in the way.

Germany	0.08	0.555
Spain	-0.46	0.001
France	-0.29	0.260
Jordan	0.64	0.000

Establish a reward system for France
high-performing work groups
where differences between racial
groups don't get in the way.

United States	-0.07	0.793
Germany	0.37	0.132
Spain	-0.17	0.489
South Africa	0.29	0.260
Jordan	0.93	0.000

Establish a reward system for Jordan
high-performing work groups
where differences between racial
groups don't get in the way.

United States	-0.99	0.000
Germany	0.56	0.000
Spain	-1.10	0.000
South Africa	-0.64	0.000
France	-0.93	0.000

Make sure that all supervisors
managers are treating people from
all racial groups with respect on a
daily basis.

United States	-0.12	0.103
Germany		
Spain	-0.18	0.014
South Africa	-0.02	0.785
France	-0.03	0.821
Jordan	-0.35	0.000

Make sure that all supervisors
managers are treating people from
all racial groups with respect on a
daily basis.

United States	0.12	0.103
Germany		
Spain	-0.06	0.404
South Africa	0.10	0.223
France	0.09	0.529
Jordan	-0.22	0.005

Make sure that all supervisors
managers are treating people from
all racial groups with respect on a
daily basis.

United States	0.18	0.014
Germany	0.06	0.404
South Africa	0.16	0.049
France	0.15	0.297
Jordan	-0.17	0.033

Leadership across Differences

Make sure that all supervisors are treating people from all racial groups with respect on a daily basis.	South Africa	United States	0.02	0.785
		Germany	-0.10	0.223
		Spain	-0.16	0.049
		France	-0.01	0.948
		Jordan	-0.32	0.000
Make sure that all supervisors are treating people from all racial groups with respect on a daily basis.	France	United States	0.03	0.821
		Germany	-0.09	0.529
		Spain	-0.15	0.297
		South Africa	0.01	0.948
		Jordan	-0.31	0.032
Make sure that all supervisors are treating people from all racial groups with respect on a daily basis.	Jordan	United States	0.35	0.000
		Germany	0.22	0.005
		Spain	0.17	0.033
		South Africa	0.32	0.000
		France	0.31	0.032
Develop policies and procedures to insure that members of different racial groups are treated equally.	United States	Germany	-0.35	0.000
		Spain	-0.19	0.009
		South Africa	-0.04	0.637
		France	-0.34	0.016
		Jordan	-0.25	0.002
Develop policies and procedures to insure that members of different racial groups are treated equally.	Germany	United States	0.35	0.000
		Spain	0.16	0.021
		South Africa	0.31	0.000
		France	0.00	0.974
		Jordan	0.10	0.224
Develop policies and procedures to insure that members of different racial groups are treated equally.	Spain	United States	0.19	0.009
		Germany	-0.16	0.021
		South Africa	0.15	0.059
		France	-0.15	0.270
		Jordan	-0.06	0.422
Develop policies and procedures to insure that members of different racial groups are treated equally.	South Africa	United States	0.04	0.637

Leadership across Differences

racial groups are treated equal

Germany	-0.31	0.000
Spain	-0.15	0.059
France	-0.30	0.038
Jordan	-0.21	0.017

Develop policies and procedures to insure that members of different racial groups are treated equal

United States	0.34	0.016
Germany	0.00	0.974
Spain	0.15	0.270
South Africa	0.30	0.038
Jordan	0.09	0.527

Develop policies and procedures to insure that members of different racial groups are treated equal

United States	0.25	0.002
Germany	-0.10	0.224
Spain	0.06	0.422
South Africa	0.21	0.017
France	-0.09	0.527

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	Germany	-0.50	0.000
	Spain	-0.21	0.026
	South Africa	-0.13	0.248
	France	-0.36	0.050
	Jordan	-0.26	0.016

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.50	0.000
Spain	0.29	0.001
South Africa	0.37	0.000
France	0.14	0.454
Jordan	0.24	0.018

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.21	0.026
Germany	-0.29	0.001
South Africa	0.08	0.416
France	-0.15	0.393
Jordan	-0.05	0.629

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.13	0.248

Leadership across Differences

	Germany	-0.37	0.000
	Spain	-0.08	0.416
	France	-0.24	0.210
	Jordan	-0.13	0.251
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.36	0.050
	Germany	-0.14	0.454
	Spain	0.15	0.393
	South Africa	0.24	0.210
	Jordan	0.11	0.573
Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	United States	0.26	0.016
	Germany	-0.24	0.018
	Spain	0.05	0.629
	South Africa	0.13	0.251
	France	-0.11	0.573
Privately warn the organizer party that this is unacceptable behavior.	United States	1.08	0.000
	Spain	0.36	0.006
	South Africa	-0.13	0.406
	France	0.55	0.034
	Jordan	0.52	0.000
Privately warn the organizer party that this is unacceptable behavior.	United States	1.08	0.000
	Spain	1.44	0.000
	South Africa	0.95	0.000
	France	1.63	0.000
	Jordan	1.60	0.000
Privately warn the organizer party that this is unacceptable behavior.	United States	-0.36	0.006
	Germany	-1.44	0.000
	South Africa	-0.49	0.001
	France	0.19	0.450
	Jordan	0.16	0.247
Privately warn the organizer party that this is unacceptable behavior.	United States	0.13	0.406
	Germany	-0.95	0.000
	Spain	0.49	0.001
	France	0.68	0.011

Leadership across Differences

	Jordan	0.65	0.000
Privately warn the organizer France party that this is unacceptable behavior.	United States	-0.55	0.034
	Germany	-1.63	0.000
	Spain	-0.19	0.450
	South Africa	-0.68	0.011
	Jordan	-0.03	0.903
Privately warn the organizer of the Jordan party that this is unacceptable behavior.	United States	-0.52	0.000
	Germany	-1.60	0.000
	Spain	-0.16	0.247
	South Africa	-0.65	0.000
	France	0.03	0.903
Educate employees that exclude people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	United States	-0.50	0.002
	Germany		
	Spain	-0.36	0.000
	South Africa	-0.07	0.509
	France	0.03	0.860
	Jordan	-0.19	0.078
Educate employees that exclude people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Germany		
	United States	0.50	0.002
	Spain	0.14	0.358
	South Africa	0.43	0.008
	France	0.53	0.016
	Jordan	0.31	0.052
Educate employees that exclude people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Spain		
	United States	0.36	0.000
	Germany	-0.14	0.358
	South Africa	0.29	0.004
	France	0.39	0.029
	Jordan	0.17	0.079
Educate employees that exclude people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	South Africa		
	United States	0.07	0.509

Leadership across Differences

	Germany	-0.43	0.008
	Spain	-0.29	0.004
	France	0.10	0.582
	Jordan	-0.11	0.308
Educate employees that including France people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	United States	-0.03	0.860
	Germany	-0.53	0.016
	Spain	-0.39	0.029
	South Africa	-0.10	0.582
Educate employees that excluding Jordan people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	Jordan	-0.22	0.241
	United States	0.19	0.078
	Germany	-0.31	0.052
	Spain	-0.17	0.079
	South Africa	0.11	0.308
	France	0.22	0.241

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to this scenario.

Who Should Be Involved

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1=To a very great extent, 2=To a great extent, 3=To some extent, 4=To a little extent, and 5=Not at all. Table 18 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F for each response (*indicates $p \leq 0.05$, **indicates $p \leq 0.01$, ***indicates $p \leq 0.001$), indicating whether or not the differences between ratings from each country are statistically significant.

Table 18. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Race Scenario

Whom to Involve	Country	N	Mean	sd	F
Human resources	Total	603	1.90	1.25	15.40***
	United States	140	2.12	1.34	
	Germany	34	1.62	1.02	
	Spain	190	1.48	0.79	
	South Africa	105	1.76	1.12	
	France	24	1.54	0.88	
	Jordan	110	2.64	1.60	
Senior executives	Total	601	2.51	1.32	6.70***
	United States	140	2.46	1.40	
	Germany	34	3.47	1.21	
	Spain	189	2.26	1.17	
	South Africa	104	2.70	1.41	
	France	24	1.96	0.95	
	Jordan	110	2.63	1.31	
Immediate supervisor(s)	Total	601	1.73	1.03	11.57***
	United States	140	1.56	0.95	
	Germany	34	2.94	1.54	
	Spain	189	1.62	0.89	
	South Africa	104	1.70	1.02	
	France	24	1.67	0.76	
	Jordan	110	1.78	1.00	
A spokesperson for Tom's race group	Total	598	3.14	1.41	10.47***
	United States	138	3.79	1.37	
	Germany	34	3.09	1.52	
	Spain	189	2.85	1.29	
	South Africa	104	3.16	1.49	
	France	24	3.50	1.41	
	Jordan	109	2.72	1.25	
A spokesperson for John's race group	Total	598	3.12	1.40	8.51***
	United States	139	3.71	1.39	
	Germany	34	3.09	1.52	
	Spain	189	2.83	1.28	
	South Africa	104	3.09	1.47	
	France	24	3.50	1.41	
	Jordan	108	2.82	1.26	
Others in the organization	Total	597	3.55	1.21	3.36**
	United States	137	3.50	1.37	
	Germany	34	4.18	1.03	
	Spain	188	3.38	1.12	

Leadership across Differences

	South Africa	104	3.64	1.22	
	France	24	3.96	1.27	
	Jordan	110	3.54	1.11	
The union	Total	591	3.81	1.32	7.05***
	United States	136	4.01	1.34	
	Germany	34	4.29	1.14	
	Spain	187	3.42	1.26	
	South Africa	104	3.76	1.33	
	France	23	4.61	0.72	
	Jordan	107	3.94	1.37	
An external consultant	Total	599	3.98	1.23	1.4
	United States	140	3.91	1.35	
	Germany	34	3.97	1.34	
	Spain	187	4.00	1.06	
	South Africa	104	3.79	1.29	
	France	24	4.33	1.13	
	Jordan	110	4.15	1.27	
The government	Total	598	4.51	1.00	3.34**
	United States	138	4.62	0.84	
	Germany	33	4.91	0.29	
	Spain	189	4.47	0.98	
	South Africa	104	4.54	1.00	
	France	24	4.71	0.81	
	Jordan	110	4.24	1.30	
An advocacy group	Total	597	4.23	1.10	6.23***
	United States	137	4.39	1.02	
	Germany	34	4.18	1.06	
	Spain	189	3.93	1.17	
	South Africa	104	4.49	0.91	
	France	23	4.83	0.58	
	Jordan	110	4.20	1.18	
A professional organization the power plant employees	Total	596	3.92	1.24	4.58***
	United States	138	4.03	1.28	
	Germany	33	3.97	1.33	
	Spain	188	3.95	1.10	
	South Africa	104	3.91	1.32	
	France	24	4.71	0.62	
	Jordan	109	3.52	1.30	
Respected community leaders	Total	597	4.02	1.22	8.19***
	United States	138	4.36	1.00	
	Germany	34	4.47	0.86	
	Spain	187	3.91	1.14	
	South Africa	104	4.21	1.24	
	France	24	3.67	1.37	

Leadership across Differences

	Jordan	110	3.54	1.46	
A mediator	Total	598	3.42	1.38	3.75**
	United States	136	3.42	1.50	
	Germany	34	3.68	1.43	
	Spain	189	3.25	1.26	
	South Africa	105	3.17	1.34	
	France	24	3.46	1.38	
	Jordan	110	3.85	1.33	
The board	Total	594	3.38	1.42	14.44***
	United States	135	3.56	1.42	
	Germany	34	4.41	0.99	
	Spain	187	3.47	1.25	
	South Africa	104	3.56	1.45	
	France	24	1.96	1.20	
	Jordan	110	2.81	1.40	
Tom and other members of his racial group	Total	591	2.69	1.29	0.64
	United States	134	2.83	1.50	
	Germany	33	2.76	1.54	
	Spain	188	2.53	1.28	
	South Africa	103	2.76	1.43	
	France	24	2.71	1.33	
	Jordan	109	2.59	1.34	
John and other members of his racial group	Total	597	2.61	1.38	0.77
	United States	137	2.78	1.48	
	Germany	34	2.79	1.53	
	Spain	189	2.52	1.29	
	South Africa	104	2.56	1.41	
	France	23	2.65	1.37	
	Jordan	110	2.55	1.32	
The individuals directly involved in the situation	Total	600	1.78	1.11	3.07**
	United States	138	1.59	1.02	
	Germany	34	1.76	1.07	
	Spain	190	1.86	1.04	
	South Africa	104	1.62	1.09	
	France	24	1.67	0.82	
	Jordan	110	2.07	1.33	
A respected religious leader	Total	597	4.28	1.11	10.54***
	United States	137	4.47	1.01	
	Germany	34	4.50	0.75	
	Spain	188	4.40	0.94	
	South Africa	104	4.44	0.97	
	France	24	4.25	1.26	

Leadership across Differences

	Jor dan	110	3.62	1.42	
A lawyer, legal office, or legal counsel	Total	599	4.06	1.20	9.61***
	United States	139	3.48	1.43	
	Germany	33	4.45	0.87	
	Spain	189	4.22	1.01	
	South Africa	104	4.30	1.04	
	France	24	4.33	1.13	
	Jor dan	110	4.14	1.21	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences. The results from these comparisons are presented in Table 19.

Table 19. Post Hoc Tests of Race Scenario Whom to Involve between Countries

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference	
			(I-J)	Sig.
Human resources	United States	Germany	0.50	0.026
		Spain	0.64	0.000
		South Africa	0.36	0.019
		France	0.58	0.026
		Jordan	-0.51	0.001
Human resources	Germany	United States	-0.50	0.026
		Spain	0.13	0.544
		South Africa	-0.14	0.536
		France	0.08	0.809
		Jordan	-1.02	0.000
Human resources	Spain	United States	-0.64	0.000
		Germany	-0.13	0.544
		South Africa	-0.28	0.053
		France	-0.06	0.822
		Jordan	-1.15	0.000
Human resources	South Africa	United States	-0.36	0.019
		Germany	0.14	0.536
		Spain	0.28	0.053
		France	0.22	0.410
		Jordan	-0.87	0.000
Human resources	France	United States	-0.58	0.026
		Germany	-0.08	0.809

Leadership across Differences

		Spain	0.06	0.822
		South Africa	-0.22	0.410
		Jordan	-1.09	0.000
Human resources	Jordan	United States	0.51	0.001
		Germany	1.02	0.000
		Spain	1.15	0.000
		South Africa	0.87	0.000
		France	1.09	0.000
Seniorexecutives	United States	Germany	-1.01	0.000
		Spain	0.19	0.181
		South Africa	-0.24	0.143
		France	0.50	0.081
		Jordan	-0.17	0.301
Seniorexecutives	Germany	United States	1.01	0.000
		Spain	1.21	0.000
		South Africa	0.77	0.003
		France	1.51	0.000
		Jordan	0.84	0.001
Seniorexecutives	Spain	United States	-0.19	0.181
		Germany	-1.21	0.000
		South Africa	-0.44	0.006
		France	0.31	0.274
		Jordan	-0.36	0.019
Seniorexecutives	South Africa	United States	0.24	0.143
		Germany	-0.77	0.003
		Spain	0.44	0.006
		France	0.74	0.011
		Jordan	0.07	0.672
Seniorexecutives	France	United States	-0.50	0.081
		Germany	-1.51	0.000
		Spain	-0.31	0.274
		South Africa	-0.74	0.011
		Jordan	-0.67	0.022
Seniorexecutives	Jordan	United States	0.17	0.301
		Germany	-0.84	0.001
		Spain	0.36	0.019
		South Africa	-0.07	0.672
		France	0.67	0.022
Immediate supervisor (\$)	United States	Germany	-1.38	0.000
		Spain	-0.07	0.543
		South Africa	-0.14	0.259
		France	-0.11	0.617

Leadership across Differences

		Jor dan	-0.22	0.075
Imme diate super visor (\$)	Ger many	United States	1.38	0.000
		Spain	1.32	0.000
		South Afr ica	1.24	0.000
		Fr ance	1.27	0.000
		Jor dan	1.16	0.000
Imme diate super visor (\$)	Spain	United States	0.07	0.543
		Ger many	-1.32	0.000
		South Afr ica	-0.08	0.521
		Fr ance	-0.04	0.844
		Jor dan	-0.16	0.185
Imme diate super visor (\$)	South Afr ica	United States	0.14	0.259
		Ger many	-1.24	0.000
		Spain	0.08	0.521
		Fr ance	0.04	0.875
		Jor dan	-0.03	0.555
Imme diate super visor (\$)	Fr ance	United States	0.11	0.617
		Ger many	-1.27	0.000
		Spain	0.04	0.844
		South Afr ica	-0.04	0.875
		Jor dan	-0.12	0.606
Imme diate super visor (\$)	Jor dan	United States	0.22	0.075
		Ger many	-1.16	0.000
		Spain	0.16	0.185
		South Afr ica	0.08	0.555
		Fr ance	0.12	0.606
A spokesper son for Tom's rac group	United States	Ger many	0.70	0.007
		Spain	0.94	0.000
		South Afr ica	0.63	0.000
		Fr ance	0.29	0.335
		Jor dan	1.07	0.000
A spokesper son for Tom's rac group	Ger many	United States	-0.70	0.007
		Spain	0.24	0.340
		South Afr ica	-0.08	0.779
		Fr ance	-0.41	0.256
		Jor dan	0.36	0.174
A spokesper son for Tom's rac group	Spain	United States	-0.94	0.000
		Ger many	-0.24	0.340
		South Afr ica	-0.32	0.056
		Fr ance	-0.65	0.027

Leadership across Differences

		Jor dan	0.12	0.456
A spokesper son for Tom's rac				
gr oup	South Afr ica	United States	-0.63	0.000
		Ger many	0.08	0.779
		Spain	0.32	0.056
		France	-0.34	0.274
		Jor dan	0.44	0.019
A spokesper son for Tom's rac				
gr oup	France	United States	-0.29	0.335
		Ger many	0.41	0.256
		Spain	0.65	0.027
		South Afr ica	0.34	0.274
		Jor dan	0.78	0.012
A spokesper son for Tom's rac				
gr oup	Jor dan	United States	-1.07	0.000
		Ger many	-0.36	0.174
		Spain	-0.12	0.456
		South Afr ica	-0.44	0.019
		France	-0.78	0.012
A spokesper son for John's rac				
gr oup	United States	Ger many	0.62	0.016
		Spain	0.89	0.000
		South Afr ica	0.63	0.000
		France	0.21	0.479
		Jor dan	0.89	0.000
A spokesper son for John's rac				
gr oup	Ger many	United States	-0.62	0.016
		Spain	0.26	0.298
		South Afr ica	0.00	0.995
		France	-0.41	0.255
		Jor dan	0.26	0.322
A spokesper son for John's rac				
gr oup	Spain	United States	-0.89	0.000
		Ger many	-0.26	0.298
		South Afr ica	-0.26	0.115
		France	-0.67	0.022
		Jor dan	0.00	0.994
A spokesper son for John's rac				
gr oup	South Afr ica	United States	-0.63	0.000
		Ger many	0.00	0.995
		Spain	0.26	0.115
		France	-0.41	0.179
		Jor dan	0.26	0.159
A spokesper son for John's rac	France	United States	-0.21	0.479

Leadership across Differences

group		Germany	0.41	0.255
		Spain	0.67	0.022
		South Africa	0.41	0.179
		Jordan	0.68	0.028
A spokesperson for John's race group	Jordan	United States	-0.89	0.000
		Germany	-0.26	0.322
		Spain	0.00	0.994
		South Africa	-0.26	0.159
		France	-0.68	0.028
Others in the organization	United States	Germany	-0.68	0.003
		Spain	0.12	0.380
		South Africa	-0.15	0.344
		France	-0.46	0.083
		Jordan	-0.04	0.795
Others in the organization	Germany	United States	0.68	0.003
		Spain	0.80	0.000
		South Africa	0.53	0.025
		France	0.22	0.496
		Jordan	0.64	0.007
Others in the organization	Spain	United States	-0.12	0.380
		Germany	-0.80	0.000
		South Africa	-0.27	0.070
		France	-0.58	0.026
		Jordan	-0.16	0.272
Others in the organization	South Africa	United States	0.15	0.344
		Germany	-0.53	0.025
		Spain	0.27	0.070
		France	-0.31	0.249
		Jordan	0.11	0.512
Others in the organization	France	United States	0.46	0.083
		Germany	-0.22	0.496
		Spain	0.58	0.026
		South Africa	0.31	0.249
		Jordan	0.42	0.120
Others in the organization	Jordan	United States	0.04	0.795
		Germany	-0.64	0.007
		Spain	0.16	0.272
		South Africa	-0.11	0.512
		France	-0.42	0.120
The union	United States	Germany	-0.28	0.259
		Spain	0.59	0.000

Leadership across Differences

		South Africa	0.26	0.129
		France	-0.59	0.041
		Jordan	0.07	0.671
The union	Germany	United States	0.28	0.259
		Spain	0.87	0.000
		South Africa	0.53	0.036
		France	-0.31	0.367
		Jordan	0.35	0.168
The union	Spain	United States	-0.59	0.000
		Germany	-0.87	0.000
		South Africa	-0.34	0.033
		France	-1.19	0.000
		Jordan	-0.52	0.001
The union	South Africa	United States	-0.26	0.129
		Germany	-0.53	0.036
		Spain	0.34	0.033
		France	-0.85	0.004
		Jordan	-0.18	0.300
The union	France	United States	0.59	0.041
		Germany	0.31	0.367
		Spain	1.19	0.000
		South Africa	0.85	0.004
		Jordan	0.66	0.025
The union	Jordan	United States	-0.07	0.671
		Germany	-0.35	0.168
		Spain	0.52	0.001
		South Africa	0.18	0.300
		France	-0.66	0.025
An external consultant	United States	Germany	-0.06	0.788
		Spain	-0.09	0.500
		South Africa	0.12	0.457
		France	-0.43	0.118
		Jordan	-0.24	0.129
An external consultant	Germany	United States	0.06	0.788
		Spain	-0.03	0.898
		South Africa	0.18	0.454
		France	-0.36	0.270
		Jordan	-0.17	0.470
An external consultant	Spain	United States	0.09	0.500
		Germany	0.03	0.898
		South Africa	0.21	0.161
		France	-0.33	0.212

Leadership across Differences

		Jor dan	-0.15	0.326
An external consul tant	South Africa	United States	-0.12	0.457
		Ger many	-0.18	0.454
		Spain	-0.21	0.161
		Fr ance	-0.54	0.051
		Jor dan	-0.36	0.034
An external consul tant	Fr ance	United States	0.43	0.118
		Ger many	0.36	0.270
		Spain	0.33	0.212
		South Africa	0.54	0.051
		Jor dan	0.19	0.499
An external consul tant	Jor dan	United States	0.24	0.129
		Ger many	0.17	0.470
		Spain	0.15	0.326
		South Africa	0.36	0.034
		Fr ance	-0.19	0.499
The gover nment	United States	Ger many	-0.29	0.128
		Spain	0.15	0.177
		South Africa	0.08	0.548
		Fr ance	-0.09	0.674
		Jor dan	0.38	0.003
The gover nment	Ger many	United States	0.29	0.128
		Spain	0.44	0.018
		South Africa	0.37	0.062
		Fr ance	0.20	0.451
		Jor dan	0.67	0.001
The gover nment	Spain	United States	-0.15	0.177
		Ger many	-0.44	0.018
		South Africa	-0.07	0.548
		Fr ance	-0.24	0.259
		Jor dan	0.23	0.055
The gover nment	South Africa	United States	-0.08	0.548
		Ger many	-0.37	0.062
		Spain	0.07	0.548
		Fr ance	-0.17	0.450
		Jor dan	0.30	0.026
The gover nment	Fr ance	United States	0.09	0.674
		Ger many	-0.20	0.451
		Spain	0.24	0.259
		South Africa	0.17	0.450
		Jor dan	0.47	0.035

Leadership across Differences

The government	Jordan	United States	-0.38	0.003
		Germany	-0.67	0.001
		Spain	-0.23	0.055
		South Africa	-0.30	0.026
		France	-0.47	0.035
An advocacy group	United States	Germany	0.22	0.291
		Spain	0.46	0.000
		South Africa	-0.10	0.491
		France	-0.43	0.075
		Jordan	0.19	0.159
An advocacy group	Germany	United States	-0.22	0.291
		Spain	0.25	0.221
		South Africa	-0.31	0.140
		France	-0.65	0.026
		Jordan	-0.02	0.911
An advocacy group	Spain	United States	-0.46	0.000
		Germany	-0.25	0.221
		South Africa	-0.56	0.000
		France	-0.89	0.000
		Jordan	-0.27	0.037
An advocacy group	South Africa	United States	0.10	0.491
		Germany	0.31	0.140
		Spain	0.56	0.000
		France	-0.34	0.176
		Jordan	0.29	0.049
An advocacy group	France	United States	0.43	0.075
		Germany	0.65	0.026
		Spain	0.89	0.000
		South Africa	0.34	0.176
		Jordan	0.63	0.011
An advocacy group	Jordan	United States	-0.19	0.159
		Germany	0.02	0.911
		Spain	0.27	0.037
		South Africa	-0.29	0.049
		France	-0.63	0.011
A professional organization for the power plant employees	United States	Germany	0.06	0.802
		Spain	0.08	0.574
		South Africa	0.12	0.466
		France	-0.68	0.012
		Jordan	0.51	0.001
A professional organization for the power plant employees	Germany	United States	-0.06	0.802

Leadership across Differences

		Spain	0.02	0.939
		South Africa	0.06	0.817
		France	-0.74	0.024
		Jordan	0.45	0.065
A professional organization of the power plant employees	Spain	United States	-0.08	0.574
		Germany	-0.02	0.939
		South Africa	0.04	0.795
		France	-0.76	0.004
		Jordan	0.43	0.004
A professional organization of the power plant employees	South Africa	United States	-0.12	0.466
		Germany	-0.06	0.817
		Spain	-0.04	0.795
		France	-0.79	0.004
		Jordan	0.39	0.020
A professional organization of the power plant employees	France	United States	0.58	0.012
		Germany	0.74	0.024
		Spain	0.76	0.004
		South Africa	0.79	0.004
		Jordan	1.19	0.000
A professional organization of the power plant employees	Jordan	United States	-0.51	0.001
		Germany	-0.45	0.065
		Spain	-0.43	0.004
		South Africa	-0.39	0.020
		France	-1.19	0.000
Respected community leader	United States	Germany	-0.11	0.635
		Spain	0.45	0.001
		South Africa	0.15	0.329
		France	0.70	0.008
		Jordan	0.83	0.000
Respected community leader	Germany	United States	0.11	0.635
		Spain	0.56	0.012
		South Africa	0.26	0.271
		France	0.80	0.011
		Jordan	0.93	0.000
Respected community leader	Spain	United States	-0.45	0.001
		Germany	-0.56	0.012
		South Africa	-0.30	0.038
		France	0.24	0.348
		Jordan	0.37	0.009

Leadership across Differences

Respected community leader	South Africa	United States	-0.15	0.329
		Germany	-0.26	0.271
		Spain	0.30	0.038
		France	0.54	0.044
		Jordan	0.68	0.000
Respected community leader	France	United States	-0.70	0.008
		Germany	-0.80	0.011
		Spain	-0.24	0.348
		South Africa	-0.54	0.044
		Jordan	0.13	0.627
Respected community leader	Jordan	United States	-0.83	0.000
		Germany	-0.93	0.000
		Spain	-0.37	0.009
		South Africa	-0.68	0.000
		France	-0.13	0.627
A mediator	United States	Germany	-0.25	0.325
		Spain	0.17	0.281
		South Africa	0.25	0.162
		France	-0.04	0.897
		Jordan	-0.44	0.013
A mediator	Germany	United States	0.26	0.325
		Spain	0.42	0.096
		South Africa	0.51	0.061
		France	0.22	0.548
		Jordan	-0.18	0.505
A mediator	Spain	United States	-0.17	0.281
		Germany	-0.42	0.096
		South Africa	0.08	0.619
		France	-0.20	0.489
		Jordan	-0.60	0.000
A mediator	South Africa	United States	-0.25	0.162
		Germany	-0.51	0.061
		Spain	-0.08	0.619
		France	-0.29	0.352
		Jordan	-0.68	0.000
A mediator	France	United States	0.04	0.897
		Germany	-0.22	0.548
		Spain	0.20	0.489
		South Africa	0.29	0.352
		Jordan	-0.40	0.197
A mediator	Jordan	United States	0.44	0.013
		Germany	0.18	0.505

Leadership across Differences

		Spain	0.60	0.000
		South Africa	0.68	0.000
		France	0.40	0.197
The board	United States	Germany	-0.85	0.001
		Spain	0.09	0.542
		South Africa	0.01	0.976
		France	1.60	0.000
		Jordan	0.75	0.000
The board	Germany	United States	0.85	0.001
		Spain	0.94	0.000
		South Africa	0.85	0.001
		France	2.45	0.000
		Jordan	1.60	0.000
The board	Spain	United States	-0.09	0.542
		Germany	-0.94	0.000
		South Africa	-0.09	0.596
		France	1.51	0.000
		Jordan	0.66	0.000
The board	South Africa	United States	-0.01	0.976
		Germany	-0.85	0.001
		Spain	0.09	0.596
		France	1.60	0.000
		Jordan	0.75	0.000
The board	France	United States	-1.60	0.000
		Germany	-2.45	0.000
		Spain	-1.51	0.000
		South Africa	-1.60	0.000
		Jordan	-0.85	0.005
The board	Jordan	United States	-0.75	0.000
		Germany	-1.60	0.000
		Spain	-0.66	0.000
		South Africa	-0.75	0.000
		France	0.85	0.005
Tom and other members of his racial group	United States	Germany	0.07	0.793
		Spain	0.24	0.130
		South Africa	0.07	0.696
		France	0.12	0.697
		Jordan	0.24	0.178
Tom and other members of his racial group	Germany	United States	-0.07	0.793
		Spain	0.17	0.524
		South Africa	0.00	0.999

Leadership across Differences

		France	0.05	0.895
		Jordan	0.17	0.537
Tom and other members of his racial group	Spain	United States	-0.24	0.130
		Germany	-0.17	0.524
		South Africa	-0.17	0.327
		France	-0.12	0.695
		Jordan	0.00	0.984
Tom and other members of his racial group	South Africa	United States	-0.07	0.696
		Germany	0.00	0.999
		Spain	0.17	0.327
		France	0.05	0.876
		Jordan	0.17	0.373
Tom and other members of his racial group	France	United States	-0.12	0.697
		Germany	-0.05	0.895
		Spain	0.12	0.695
		South Africa	-0.05	0.876
		Jordan	0.12	0.699
Tom and other members of his racial group	Jordan	United States	-0.24	0.178
		Germany	-0.17	0.537
		Spain	0.00	0.984
		South Africa	-0.17	0.373
		France	-0.12	0.699
John and other members of his racial group	United States	Germany	-0.01	0.960
		Spain	0.26	0.097
		South Africa	0.22	0.213
		France	0.13	0.678
		Jordan	0.24	0.182
John and other members of his racial group	Germany	United States	0.01	0.960
		Spain	0.27	0.293
		South Africa	0.24	0.385
		France	0.14	0.703
		Jordan	0.25	0.358
John and other members of his racial group	Spain	United States	-0.26	0.097
		Germany	-0.27	0.293
		South Africa	-0.03	0.840
		France	-0.13	0.673
		Jordan	-0.02	0.896

Leadership across Differences

John and other members of his racial group	South Africa	United States	-0.22	0.213
		Germany	-0.24	0.385
		Spain	0.03	0.840
		France	-0.09	0.766
		Jordan	0.01	0.948
John and other members of his racial group	France	United States	-0.13	0.678
		Germany	-0.14	0.703
		Spain	0.13	0.673
		South Africa	0.09	0.766
		Jordan	0.11	0.736
John and other members of his racial group	Jordan	United States	-0.24	0.182
		Germany	-0.25	0.358
		Spain	0.02	0.896
		South Africa	-0.01	0.948
		France	-0.11	0.736
The individuals directly involved in the situation	United States	Germany	-0.17	0.417
		Spain	-0.26	0.032
		South Africa	-0.02	0.882
		France	-0.07	0.765
		Jordan	-0.48	0.001
The individuals directly involved in the situation	Germany	United States	0.17	0.417
		Spain	-0.09	0.648
		South Africa	0.15	0.491
		France	0.10	0.737
		Jordan	-0.31	0.153
The individuals directly involved in the situation	Spain	United States	0.26	0.032
		Germany	0.09	0.648
		South Africa	0.24	0.070
		France	0.19	0.421
		Jordan	-0.21	0.102
The individuals directly involved in the situation	South Africa	United States	0.02	0.882
		Germany	-0.15	0.491
		Spain	-0.24	0.070
		France	-0.05	0.836
		Jordan	-0.46	0.002
The individuals directly involved in the situation	France	United States	0.07	0.765
		Germany	-0.10	0.737

Leadership across Differences

		Spain	-0.19	0.421
		South Africa	0.05	0.836
		Jordan	-0.41	0.101
The individuals directly involved in the situation	Jordan	United States	0.48	0.001
		Germany	0.31	0.153
		Spain	0.21	0.102
		South Africa	0.46	0.002
		France	0.41	0.101
A respected religious leader	United States	Germany	-0.03	0.873
		Spain	0.06	0.601
		South Africa	0.02	0.858
		France	0.22	0.359
		Jordan	0.85	0.000
A respected religious leader	Germany	United States	0.03	0.873
		Spain	0.10	0.631
		South Africa	0.06	0.785
		France	0.25	0.381
		Jordan	0.88	0.000
A respected religious leader	Spain	United States	-0.06	0.601
		Germany	-0.10	0.631
		South Africa	-0.04	0.771
		France	0.15	0.506
		Jordan	0.79	0.000
A respected religious leader	South Africa	United States	-0.02	0.858
		Germany	-0.06	0.785
		Spain	0.04	0.771
		France	0.19	0.427
		Jordan	0.82	0.000
A respected religious leader	France	United States	-0.22	0.359
		Germany	-0.25	0.381
		Spain	-0.15	0.506
		South Africa	-0.19	0.427
		Jordan	0.63	0.009
A respected religious leader	Jordan	United States	-0.85	0.000
		Germany	-0.88	0.000
		Spain	-0.79	0.000
		South Africa	-0.82	0.000
		France	-0.63	0.009
A lawyer, legal office, or legal counsel	United States	Germany	-0.97	0.000
		Spain	-0.73	0.000
		South Africa	-0.82	0.000

Leadership across Differences

		France	-0.85	0.001
		Jordan	-0.65	0.000
A lawyer, legal office, or legal counsel	Germany	United States	0.97	0.000
		Spain	0.24	0.278
		South Africa	0.16	0.500
		France	0.12	0.697
		Jordan	0.32	0.167
A lawyer, legal office, or legal counsel	Spain	United States	0.73	0.000
		Germany	-0.24	0.278
		South Africa	-0.08	0.567
		France	-0.12	0.643
		Jordan	0.08	0.562
A lawyer, legal office, or legal counsel	South Africa	United States	0.82	0.000
		Germany	-0.16	0.500
		Spain	0.08	0.567
		France	-0.04	0.893
		Jordan	0.16	0.308
A lawyer, legal office, or legal counsel	France	United States	0.85	0.001
		Germany	-0.12	0.697
		Spain	0.12	0.643
		South Africa	0.04	0.893
		Jordan	0.20	0.451
A lawyer, legal office, or legal counsel	Jordan	United States	0.65	0.000
		Germany	-0.32	0.167
		Spain	-0.08	0.562
		South Africa	-0.16	0.308
		France	-0.20	0.451

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

Immigration/Language Scenario

Data collected in response to the immigration/language scenario can be organized into three categories: 1) the seriousness of the situation, 2) ratings of various responses in terms of how helpful or harmful they would be, and 3) ratings of the degree to which different types of

people should get involved in the situation. The scenarios in this section are in response to following scenario:

A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a policy that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing.

Seriousness

The mean ratings of how serious the situation could become and whether or not action should be taken are provided in Table 20. The table also includes the standard deviation and F-statistic (*indicates $p \leq 0.05$, **indicates $p \leq 0.01$, ***indicates $p \leq 0.001$), which in this case indicates that there is a statistically significant difference between the ratings from the different countries. All seriousness ratings were made on a three-point scale where 1=Not very serious, 2=Possibly serious, and 3=Very serious. Ratings of whether or not action should be taken were also made on a three-point scale with anchors as follows: 1=No action is needed, 2=Possibly take action, and 3=Definitely take action.

Table 20. Mean Ratings of Seriousness and Whether Action Should Be Taken

Question	Country	N	Mean	sd	F
How serious do you think this situation could become?	TOTAL	910	2.14	0.63	7.83**
	United States	139	2.24	0.65	
	Germany	167	2.24	0.55	
	Spain	191	1.97	0.64	
	South Africa	105	2.33	0.63	
	France	24	1.88	0.68	
	India	174	2.01	0.60	
	Jordan	110	2.21	0.65	

Leadership across Differences

Please tell us if you think an action should be taken.

TOTAL	908	2.30	0.61	2.28*
United States	139	2.34	0.65	
Germany	167	2.37	0.57	
Spain	190	2.24	0.54	
South Africa	105	2.41	0.58	
France	23	2.13	0.63	
India	174	2.21	0.69	
Jordan	110	2.29	0.55	

In order to further explore country-level differences, we conducted post hoc tests using the least squares differences method. The results from these comparisons are presented in Table 21.

Table 21. Post Hoc Tests of Immigration Scenario Seriousness Questions between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
How serious do you think this situation could become?	United States	Germany	0.01	0.943
		Spain	0.28	0.000
		South Africa	-0.09	0.269
		France	0.37	0.007
		India	0.24	0.001
		Jordan	0.04	0.654
How serious do you think this situation could become?	Germany	United States	-0.01	0.943
		Spain	0.27	0.000
		South Africa	-0.09	0.225
		France	0.36	0.007
		India	0.23	0.001
		Jordan	0.03	0.689
How serious do you think this situation could become?	Spain	United States	-0.28	0.000
		Germany	-0.27	0.000
		South Africa	-0.36	0.000
		France	0.09	0.486
		India	-0.04	0.567
		Jordan	-0.24	0.001
How serious do you think this situation could become?	South Africa	United States	0.09	0.269
		Germany	0.09	0.225

Leadership across Differences

		Spain	0.36	0.000
		France	0.46	0.001
		India	0.33	0.000
		Jordan	0.12	0.142
How serious do you think this situation could become?	France	United States	-0.37	0.007
		Germany	-0.36	0.007
		Spain	-0.09	0.486
		South Africa	-0.46	0.001
		India	-0.13	0.333
		Jordan	-0.33	0.017
How serious do you think this situation could become?	India	United States	-0.24	0.001
		Germany	-0.23	0.001
		Spain	0.04	0.567
		South Africa	-0.33	0.000
		France	0.13	0.333
		Jordan	-0.29	0.007
How serious do you think this situation could become?	Jordan	United States	-0.04	0.654
		Germany	-0.03	0.689
		Spain	0.24	0.001
		South Africa	-0.12	0.142
		France	0.33	0.017
		India	0.20	0.007
Please tell us if you think an action should be taken.	United States	Germany	-0.03	0.695
		Spain	0.10	0.154
		South Africa	-0.07	0.360
		France	0.21	0.127
		India	0.13	0.056
		Jordan	0.05	0.540
Please tell us if you think an action should be taken.	Germany	United States	0.03	0.695
		Spain	0.12	0.055
		South Africa	-0.04	0.556
		France	0.23	0.080
		India	0.16	0.016
		Jordan	0.07	0.316
Please tell us if you think an action should be taken.	Spain	United States	-0.10	0.154
		Germany	-0.12	0.055
		South Africa	-0.17	0.023
		France	0.11	0.402
		India	0.04	0.578
		Jordan	-0.05	0.500

Leadership across Differences

Please tell us if you think an action should be taken.

South Africa	United States	0.07	0.360
	Germany	0.04	0.556
	Spain	0.17	0.023
	France	0.28	0.045
	India	0.20	0.007
	Jordan	0.12	0.150

Please tell us if you think an action should be taken.

France	United States	-0.21	0.127
	Germany	-0.23	0.080
	Spain	-0.11	0.402
	South Africa	-0.28	0.045
	India	-0.08	0.568
	Jordan	-0.16	0.246

Please tell us if you think an action should be taken.

India	United States	-0.13	0.056
	Germany	-0.16	0.016
	Spain	-0.04	0.578
	South Africa	-0.20	0.007
	France	0.08	0.568
	Jordan	-0.08	0.253

Please tell us if you think an action should be taken.

Jordan	United States	-0.05	0.540
	Germany	-0.07	0.316
	Spain	0.05	0.500
	South Africa	-0.12	0.150
	France	0.16	0.246
	India	0.08	0.253

Helpful and Harmful Responses

The mean ratings of how helpful or harmful various responses to the situation would be are provided in Table 22. The table also includes the standard deviation and the F-statistic (p<0.05, ** indicates p<0.01, *** indicates p<0.001), which in this case indicates that there is a statistically significant difference between ratings from the different countries. All ratings were made on a five-point scale where 1=Very helpful, 2=Somewhat helpful, 3=Neither helpful nor harmful, 4=Somewhat harmful, and 5=Very harmful.

Table 22. Descriptive Statistics and ANOVA Test of Helpful/Harmful Responses of Immigration Scenario

Question	Country	N	Mean	sd	F
Conduct an investigation to determine exactly what happened.	TOTAL	897	2.20	1.16	21.97***
	United States	137	2.20	1.20	
	Germany	162	2.84	1.18	
	Spain	190	2.09	1.05	
	South Africa	105	1.54	0.92	
	France	23	1.74	0.75	
	India	170	2.49	1.11	
	Jordan	110	1.75	0.99	
Establish a task force to make recommendations for addressing the situation.	TOTAL	594	2.50	1.13	6.85***
	United States	137	2.80	1.21	
	Germany	30	2.63	1.16	
	Spain	189	2.63	1.12	
	South Africa	105	2.36	1.13	
	France	23	2.22	0.85	
	Jordan	110	2.05	0.94	
Call a meeting of the parties involved to get the facts.	TOTAL	900	2.01	1.10	15.16***
	United States	138	2.06	1.21	
	Germany	163	1.99	1.06	
	Spain	189	1.88	0.95	
	South Africa	105	1.37	0.65	
	France	23	1.96	0.88	
	India	172	2.57	1.28	
	Jordan	110	1.96	0.91	
Talk informally to a few people to find out more about what is going on.	TOTAL	897	2.39	1.12	2.40*
	United States	137	2.40	1.22	
	Germany	163	2.53	1.16	
	Spain	189	2.37	1.08	
	South Africa	105	2.25	1.05	
	France	22	2.55	1.06	
	India	171	2.51	1.17	
	Jordan	110	2.10	0.93	
Unify employees by reminding them of the shared goals of the organization.	TOTAL	895	2.25	1.02	6.87***
	United States	135	2.34	1.10	
	Germany	162	2.44	0.95	
	Spain	189	2.31	0.89	
	South Africa	105	2.05	0.93	

Leadership across Differences

	France	23	1.74	0.81	
	India	171	2.39	1.19	
	Jordan	110	1.83	0.83	
Let the situation play itself out nothing.	TOTAL	898	4.11	1.10	14.25***
	United States	139	4.12	1.13	
	Germany	163	4.43	0.87	
	Spain	188	4.30	0.81	
	South Africa	105	4.49	0.79	
	France	23	4.13	1.06	
	India	170	3.62	1.34	
	Jordan	110	3.74	1.27	
Encourage anyone who is bothered by the situation to transfer to another part of the organization.	TOTAL	892	4.28	1.07	36.85***
	United States	137	4.66	0.77	
	Germany	163	4.62	0.62	
	Spain	189	4.54	0.73	
	South Africa	105	4.52	0.89	
	France	23	4.74	0.54	
	India	166	3.46	1.43	
	Jordan	109	3.76	1.15	
Punish anyone who disrupts the work in the aftermath of this situation.	TOTAL	896	3.62	1.31	52.72***
	United States	137	4.15	1.13	
	Germany	163	4.28	0.89	
	Spain	189	3.90	1.06	
	South Africa	105	3.96	1.33	
	France	23	3.04	1.33	
	India	169	2.96	1.25	
	Jordan	110	2.31	1.14	
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	TOTAL	895	2.00	1.01	6.42***
	United States	138	1.79	0.88	
	Germany	162	1.87	0.78	
	Spain	188	2.09	0.88	
	South Africa	105	1.81	0.80	
	France	23	1.87	0.69	
	India	169	2.37	1.44	
	Jordan	110	1.92	0.97	
Encourage debate and discuss about what happened.	TOTAL	593	2.53	1.19	3.33**
	United States	137	2.58	1.28	
	Germany	30	2.50	1.14	

Leadership across Differences

	Spain	188	2.57	1.12	
	South Africa	105	2.15	1.11	
	France	23	2.43	1.12	
	Jordan	110	2.79	1.24	
Discourage the immigrants from expressing dissatisfaction with the English only policy.	TOTAL	894	3.76	1.25	29.38***
	United States	138	4.10	1.16	
	Germany	161	4.16	1.13	
	Spain	188	4.26	0.80	
	South Africa	105	3.50	1.25	
	France	23	3.91	1.08	
	India	169	3.34	1.41	
	Jordan	110	2.77	1.14	
Ask coworkers of the upset employees to try to get them to calm down.	TOTAL	900	2.87	1.15	31.47***
	United States	138	3.75	1.16	
	Germany	165	3.11	1.13	
	Spain	188	2.64	0.96	
	South Africa	105	2.93	1.21	
	France	23	2.74	1.14	
	India	171	2.67	0.97	
	Jordan	110	2.05	0.81	
Inform the media about what is going on. ^a	TOTAL	545	4.60	0.78	8.40***
	United States	137	4.74	0.69	
	Germany	31	4.84	0.37	
	Spain	188	4.59	0.71	
	South Africa	57	4.84	0.62	
	France	23	4.78	0.60	
	Jordan	109	4.22	1.04	
Redesign the work so that the different nationality groups will no longer have to interact with another.	TOTAL	896	4.23	1.14	35.52***
	United States	137	4.72	0.71	
	Germany	163	4.53	0.74	
	Spain	188	4.45	0.84	
	South Africa	105	4.52	0.90	
	France	23	4.74	0.54	
	India	170	3.37	1.55	
	Jordan	110	3.75	1.16	
Direct employees to stop the gossip and informal conversation.	TOTAL	893	3.12	1.25	26.42***
	United States	137	3.53	1.23	
	Germany	163	3.48	1.21	
	Spain	188	3.39	1.06	

Leadership across Differences

	South Africa	105	3.03	1.30	
	France	23	3.57	1.16	
	India	168	2.86	1.15	
	Jordan	109	2.00	0.97	
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	TOTAL	894	1.93	0.97	12.42***
	United States	137	1.62	0.78	
	Germany	164	1.87	0.78	
	Spain	188	1.91	0.80	
	South Africa	104	1.63	0.69	
	France	23	2.22	0.90	
	India	169	2.41	1.42	
	Jordan	109	1.89	0.80	
Insist that the immigrants apologize to those who were offended.	TOTAL	775	3.04	1.22	12.02***
	United States	136	3.42	1.26	
	Germany	163	3.28	1.23	
	Spain	187	3.15	1.05	
	South Africa	105	2.97	1.27	
	France	22	2.45	0.86	
	India	53	2.83	1.20	
	Jordan	109	2.31	1.10	
Take legal action against those who do not follow the language policies.	TOTAL	590	3.94	1.12	25.86***
	United States	138	4.46	0.91	
	Germany	29	4.17	1.10	
	Spain	189	3.94	0.90	
	South Africa	105	4.01	1.18	
	France	21	4.52	0.81	
	Jordan	108	3.04	1.18	
Apologize to the employees who were offended.	TOTAL	886	2.47	1.07	8.36***
	United States	138	2.50	1.20	
	Germany	161	2.83	1.02	
	Spain	188	2.52	0.99	
	South Africa	105	2.25	1.14	
	France	23	2.09	0.90	
	India	162	2.53	1.03	
	Jordan	109	2.00	0.90	
Appoint a qualified person from the immigrant group to a supervisory job.	TOTAL	595	3.31	1.19	14.24***
	United States	139	3.27	1.30	

Leadership across Differences

	Germany	30	3.27	1.26	
	Spain	188	3.39	0.94	
	South Africa	105	3.92	1.08	
	France	23	3.35	1.11	
	Jordan	110	2.64	1.20	
Initiate team building exercises with members of different nationality groups.	TOTAL	895	1.99	1.06	4.13***
	United States	138	1.85	1.01	
	Germany	163	2.07	0.89	
	Spain	189	1.93	0.77	
	South Africa	105	2.01	1.11	
	France	23	1.78	0.74	
	India	168	2.28	1.49	
	Jordan	109	1.72	0.92	
Initiate coaching for the local employees.	TOTAL	779	2.54	1.08	11.29***
	United States	138	2.41	1.18	
	Germany	162	2.77	1.04	
	Spain	188	2.69	1.03	
	South Africa	105	2.35	1.13	
	France	23	2.42	0.90	
	India	53	3.17	0.83	
	Jordan	110	1.99	0.87	
Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	TOTAL	778	3.80	1.26	40.11***
	United States	139	4.17	1.11	
	Germany	163	4.22	0.99	
	Spain	189	4.03	1.00	
	South Africa	105	3.84	1.20	
	France	22	3.55	1.06	
	India	52	1.85	1.06	
	Jordan	108	3.22	1.34	
Develop a policy that threatens anyone with legal action for violating the English-only policy in the workplace.	TOTAL	547	3.96	1.18	14.73***
	United States	138	4.30	1.09	
	Germany	30	4.13	1.01	
	Spain	189	4.06	1.00	
	South Africa	57	4.25	1.06	
	France	23	4.00	1.13	
	Jordan	110	3.17	1.36	
Establish an independent office to handle such incidents.	TOTAL	885	2.89	1.20	19.60***
	United States	138	3.28	1.31	

Leadership across Differences

	Germany	163	2.72	1.10	
	Spain	184	3.36	1.10	
	South Africa	105	3.12	1.27	
	France	23	3.00	1.24	
	India	164	2.48	0.99	
	Jordan	108	2.21	1.00	
Stop hiring so many immigrants.	TOTAL	589	4.05	1.17	42.76***
	United States	137	4.69	0.72	
	Germany	30	4.27	0.83	
	Spain	185	4.38	0.87	
	South Africa	105	3.70	1.33	
	France	23	4.04	0.93	
	Jordan	109	2.98	1.20	
Conduct a best practices survey	TOTAL	895	2.16	1.00	2.01
develop recommendations based on what other organizations do	United States	137	2.07	1.00	
	Germany	161	2.04	0.94	
	Spain	189	2.24	1.07	
	South Africa	106	2.23	1.06	
	France	23	2.22	0.95	
	India	169	2.31	1.08	
	Jordan	110	1.99	0.76	
Hold training programs to teach	TOTAL	896	1.83	0.97	10.38***
members of different nationality groups how to work together without disruption.	United States	138	1.59	0.83	
	Germany	160	1.93	0.91	
	Spain	189	1.70	0.74	
	South Africa	106	1.57	0.68	
	France	23	1.83	0.65	
	India	170	2.28	1.37	
	Jordan	110	1.77	0.87	
Acknowledge the local employees' grievances.	TOTAL	595	2.29	1.12	51.38***
	United States	137	1.85	0.99	
	Germany	30	2.33	0.99	
	Spain	189	3.15	1.03	
	South Africa	106	1.78	0.74	
	France	23	2.74	0.96	
	Jordan	110	1.76	0.87	
Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation	TOTAL	894	2.08	1.16	6.54***
	United States	137	2.20	1.19	
	Germany	157	1.64	0.88	

Leadership across Differences

	Spain	190	2.01	0.97	
	South Africa	106	2.22	1.12	
	France	23	2.26	1.25	
	India	171	2.37	1.44	
	Jordan	110	2.06	1.13	
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	TOTAL	899	1.94	1.02	4.79***
	United States	137	1.86	0.93	
	Germany	163	1.98	0.91	
	Spain	189	1.81	0.75	
	South Africa	106	1.82	0.83	
	France	23	2.35	1.11	
	India	171	2.23	1.48	
	Jordan	110	1.73	0.86	
Showcase areas of the organization where different nationality groups work together effectively.	TOTAL	595	2.04	0.91	3.94**
	United States	137	2.29	1.00	
	Germany	30	2.37	1.00	
	Spain	189	1.89	0.76	
	South Africa	106	2.18	1.02	
	France	23	2.04	1.11	
	Jordan	110	1.87	0.80	
Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	TOTAL	899	2.33	1.20	15.93***
	United States	137	2.55	1.18	
	Germany	162	2.14	1.13	
	Spain	189	2.79	1.19	
	South Africa	106	2.51	1.28	
	France	23	2.17	1.34	
	India	172	2.24	1.20	
	Jordan	110	1.55	0.70	
Make sure that all supervisors/managers are treating members of all nationality groups with respect on a daily basis.	TOTAL	897	1.52	0.96	35.25***
	United States	138	1.26	0.65	
	Germany	162	1.30	0.53	
	Spain	189	1.37	0.57	
	South Africa	106	1.24	0.47	
	France	22	1.18	0.50	
	India	170	2.38	1.57	

Leadership across Differences

	Jordan	110	1.45	0.75	
Develop policies and procedures to insure that all nationality groups are treated equally.	TOTAL	893	1.63	1.01	19.27***
	United States	137	1.31	0.70	
	Germany	158	1.67	0.88	
	Spain	189	1.51	0.63	
	South Africa	106	1.33	0.75	
	France	23	1.30	0.76	
	India	171	2.29	1.58	
	Jordan	109	1.50	0.59	
Develop a comprehensive protocol of policies, practices, and training for preventing these types of situations in the organization.	TOTAL	888	1.88	1.05	10.09***
	United States	135	1.55	0.90	
	Germany	160	2.08	0.97	
	Spain	189	1.79	0.83	
	South Africa	106	1.65	0.87	
	France	22	1.91	1.23	
	India	166	2.31	1.44	
	Jordan	110	1.67	0.86	
Privately warn the immigrant workers that this is unacceptable behavior.	TOTAL	776	3.07	1.35	35.36***
	United States	135	3.32	1.36	
	Germany	161	4.02	1.04	
	Spain	188	3.03	1.24	
	South Africa	107	2.86	1.30	
	France	23	2.04	0.82	
	India	53	2.72	1.26	
	Jordan	109	2.05	1.05	
Educate employees that speak any language other than English is unacceptable behavior in the workplace. ^a	TOTAL	593	3.19	1.37	8.90***
	United States	134	3.35	1.47	
	Germany	31	3.58	1.31	
	Spain	189	3.53	1.16	
	South Africa	106	2.92	1.43	
	France	23	2.87	1.25	
	Jordan	110	2.61	1.32	

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to Immigration Question.

^aParticipants from India did not respond to these items.

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences method. The results from these comparisons are presented in Table 23.

Table 23. Post Hoc Tests of Immigration Scenario Helpful and Harmful Responses between Countries

Question	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Conduct an investigation to determine exactly what happened.	United States	Germany	-0.64	0.000
		Spain	0.11	0.344
		South Africa	0.66	0.000
		France	0.47	0.057
		India	-0.28	0.023
		Jordan	0.45	0.001
Conduct an investigation to determine exactly what happened.	Germany	United States	0.64	0.000
		Spain	0.75	0.000
		South Africa	1.30	0.000
		France	1.10	0.000
		India	0.35	0.003
		Jordan	1.08	0.000
Conduct an investigation to determine exactly what happened.	Spain	United States	-0.11	0.344
		Germany	-0.75	0.000
		South Africa	0.55	0.000
		France	0.35	0.143
		India	-0.40	0.001
		Jordan	0.33	0.010
Conduct an investigation to determine exactly what happened.	South Africa	United States	-0.66	0.000
		Germany	-1.30	0.000
		Spain	-0.55	0.000
		France	-0.20	0.432
		India	-0.95	0.000
		Jordan	-0.21	0.153
Conduct an investigation to determine exactly what happened.	France	United States	-0.47	0.057
		Germany	-1.10	0.000
		Spain	-0.35	0.143
		South Africa	0.20	0.432
		India	-0.75	0.002
		Jordan	-0.02	0.951

Leadership across Differences

Conduct an investigation to determine exactly what happened. India	United States	0.28	0.023
	Germany	-0.35	0.003
	Spain	0.40	0.001
	South Africa	0.95	0.000
	France	0.75	0.002
	Jordan	0.73	0.000
Conduct an investigation to determine exactly what happened. Jordan	United States	-0.45	0.001
	Germany	-1.08	0.000
	Spain	-0.33	0.010
	South Africa	0.21	0.153
	France	0.02	0.951
	India	-0.73	0.000
Establish a task force to make recommendations for addressing the situation. United States	Germany	0.16	0.466
	Spain	0.16	0.194
	South Africa	0.43	0.003
	France	0.58	0.020
	Jordan	0.74	0.000
Establish a task force to make recommendations for addressing the situation. Germany	United States	-0.16	0.466
	Spain	0.00	0.994
	South Africa	0.27	0.235
	France	0.42	0.174
	Jordan	0.58	0.011
Establish a task force to make recommendations for addressing the situation. Spain	United States	-0.16	0.194
	Germany	0.00	0.994
	South Africa	0.27	0.042
	France	0.42	0.087
	Jordan	0.58	0.000
Establish a task force to make recommendations for addressing the situation. South Africa	United States	-0.43	0.003
	Germany	-0.27	0.235
	Spain	-0.27	0.042
	France	0.14	0.569
	Jordan	0.31	0.041
Establish a task force to make recommendations for addressing the situation. France	United States	-0.58	0.020
	Germany	-0.42	0.174

Leadership across Differences

		Spain	-0.42	0.087
		South Africa	-0.14	0.569
		Jordan	0.16	0.520
Establish a task force to make recommendations for addressing the situation.	Jordan	United States	-0.74	0.000
		Germany	-0.58	0.011
		Spain	-0.58	0.000
		South Africa	-0.31	0.041
		France	-0.16	0.520
Call a meeting of the parties involved to get the facts.	United States	Germany	0.06	0.598
		Spain	0.17	0.139
		South Africa	0.69	0.000
		France	0.10	0.668
		India	-0.51	0.000
		Jordan	0.09	0.483
Call a meeting of the parties involved to get the facts.	Germany	United States	-0.06	0.598
		Spain	0.11	0.326
		South Africa	0.62	0.000
		France	0.04	0.873
		India	-0.58	0.000
		Jordan	0.03	0.816
Call a meeting of the parties involved to get the facts.	Spain	United States	-0.17	0.139
		Germany	-0.11	0.326
		South Africa	0.51	0.000
		France	-0.07	0.753
		India	-0.69	0.000
		Jordan	-0.08	0.525
Call a meeting of the parties involved to get the facts.	South Africa	United States	-0.69	0.000
		Germany	-0.62	0.000
		Spain	-0.51	0.000
		France	-0.59	0.016
		India	-1.20	0.000
		Jordan	-0.59	0.000
Call a meeting of the parties involved to get the facts.	France	United States	-0.10	0.668
		Germany	-0.04	0.873
		Spain	0.07	0.753
		South Africa	0.59	0.016
		India	-0.61	0.009
		Jordan	-0.01	0.976
Call a meeting of the parties	India	United States	0.51	0.000

Leadership across Differences

involved to get the facts.

Germany	0.58	0.000
Spain	0.69	0.000
South Africa	1.20	0.000
France	0.61	0.009
Jordan	0.61	0.000

Call a meeting of the parties Jordan involved to get the facts.

United States	-0.09	0.483
Germany	-0.03	0.816
Spain	0.08	0.525
South Africa	0.59	0.000
France	0.01	0.976
India	-0.61	0.000

Talk informally to a few people find out more about what is going on.

United States	Germany	-0.13	0.305
	Spain	0.03	0.803
	South Africa	0.15	0.286
	France	-0.14	0.573
	India	-0.11	0.400
	Jordan	0.30	0.034

Talk informally to a few people find out more about what is going on.

United States	0.13	0.305
Spain	0.16	0.169
South Africa	0.29	0.040
France	-0.01	0.963
India	0.02	0.837
Jordan	0.43	0.002

Talk informally to a few people find out more about what is going on.

United States	-0.03	0.803
Germany	-0.16	0.169
South Africa	0.12	0.364
France	-0.18	0.485
India	-0.14	0.238
Jordan	0.27	0.043

Talk informally to a few people find out more about what is going on.

United States	-0.15	0.286
Germany	-0.29	0.040
Spain	-0.12	0.364
France	-0.30	0.253
India	-0.26	0.058
Jordan	0.15	0.331

Talk informally to a few people find out more about what is going on.

United States	0.14	0.573

Leadership across Differences

on.

Germany	0.01	0.963
Spain	0.18	0.485
South Africa	0.30	0.253
India	0.04	0.884
Jordan	0.45	0.086

Talk informally to a few people in India
find out more about what is going on.

United States	0.11	0.400

Germany	-0.02	0.837
Spain	0.14	0.238
South Africa	0.26	0.058
France	-0.04	0.884
Jordan	0.41	0.003

Talk informally to a few people in Jordan
find out more about what is going on.

United States	-0.30	0.034

Germany	-0.43	0.002
Spain	-0.27	0.043
South Africa	-0.15	0.331
France	-0.45	0.086
India	-0.41	0.003

Unify employees by reminding them of the shared goals of the organization.

United States	Germany	-0.10	0.401
	Spain	0.03	0.799
	South Africa	0.29	0.024
	France	0.60	0.008
	India	-0.05	0.656
	Jordan	0.51	0.000

Unify employees by reminding them of the shared goals of the organization.

United States	0.10	0.401
Spain	0.13	0.238
South Africa	0.39	0.002
France	0.70	0.002
India	0.05	0.671
Jordan	0.61	0.000

Unify employees by reminding them of the shared goals of the organization.

United States	-0.03	0.799

Germany	-0.13	0.238
South Africa	0.26	0.029
France	0.57	0.009
India	-0.08	0.449
Jordan	0.48	0.000

Unify employees by reminding them of the shared goals of the organization.

United States	-0.29	0.024

Leadership across Differences

them of the shared goals of the organization.

Germany	-0.39	0.002
Spain	-0.26	0.029
France	0.31	0.179
India	-0.34	0.005
Jordan	0.22	0.106

Unify employees by reminding France them of the shared goals of the organization.

United States	-0.60	0.008
Germany	-0.70	0.002
Spain	-0.57	0.009
South Africa	-0.31	0.179
India	-0.65	0.003
Jordan	-0.09	0.700

Unify employees by reminding India them of the shared goals of the organization.

United States	0.05	0.656
Germany	-0.05	0.671
Spain	0.08	0.449
South Africa	0.34	0.005
France	0.65	0.003
Jordan	0.56	0.000

Unify employees by reminding Jordan them of the shared goals of the organization.

United States	-0.51	0.000
Germany	-0.61	0.000
Spain	-0.48	0.000
South Africa	-0.22	0.106
France	0.09	0.700
India	-0.56	0.000

Let the situation play itself out or nothing.

United States	Germany	-0.31	0.012
	Spain	-0.18	0.136
	South Africa	-0.36	0.008
	France	-0.01	0.973
	India	0.50	0.000
	Jordan	0.39	0.004

Let the situation play itself out or Germany nothing.

United States	0.31	0.012
Spain	0.13	0.243
South Africa	-0.06	0.669
France	0.30	0.202
India	0.81	0.000
Jordan	0.69	0.000

Let the situation play itself out or Spain nothing.

United States	0.18	0.136

Leadership across Differences

	Germany	-0.13	0.243
	South Africa	-0.19	0.143
	France	0.17	0.472
	India	0.68	0.000
	Jordan	0.56	0.000
Let the situation play itself out; for South Africa nothing.	United States	0.36	0.008
	Germany	0.06	0.669
	Spain	0.19	0.143
	France	0.36	0.143
	India	0.87	0.000
	Jordan	0.75	0.000
Let the situation play itself out; for France nothing.	United States	0.01	0.973
	Germany	-0.30	0.202
	Spain	-0.17	0.472
	South Africa	-0.36	0.143
	India	0.51	0.029
	Jordan	0.39	0.103
Let the situation play itself out; for India nothing.	United States	-0.50	0.000
	Germany	-0.81	0.000
	Spain	-0.68	0.000
	South Africa	-0.87	0.000
	France	-0.51	0.029
	Jordan	-0.12	0.357
Let the situation play itself out; for Jordan nothing.	United States	-0.39	0.004
	Germany	-0.69	0.000
	Spain	-0.56	0.000
	South Africa	-0.75	0.000
	France	-0.39	0.103
	India	0.12	0.357
Encourage anyone who is both the United States by the situation to transfer to another part of the organization.	Germany	0.04	0.688
	Spain	0.12	0.247
	South Africa	0.14	0.259
	France	-0.07	0.729
	India	1.20	0.000
	Jordan	0.90	0.000
Encourage anyone who is both the Germany by the situation to transfer to another part of the organization.	United States	-0.04	0.688
	Spain	0.08	0.435
	South Africa	0.10	0.424
	France	-0.12	0.575

Leadership across Differences

	India	1.16	0.000
	Jor dan	0.86	0.000
Encour age anyone who is bot he Spain by t he situat ion to t ransfer to another part of the or ganizat i	United States	-0.12	0.247
	Ger many	-0.08	0.435
	South Afr ica	0.02	0.892
	Fr ance	-0.20	0.346
	India	1.08	0.000
	Jor dan	0.78	0.000
Encour age anyone who is bot he South Afr ica by t he situat ion to t ransfer to another part of the or ganization.	United States	-0.14	0.259
	Ger many	-0.10	0.424
	Spain	-0.02	0.892
	Fr ance	-0.22	0.329
	India	1.06	0.000
	Jor dan	0.76	0.000
Encour age anyone who is bot he Fr ance by t he situat ion to t ransfer to another part of the or ganizat i	United States	0.07	0.729
	Ger many	0.12	0.575
	Spain	0.20	0.346
	South Afr ica	0.22	0.329
	India	1.28	0.000
	Jor dan	0.98	0.000
Encour age anyone who is bot he India by t he situat ion to t ransfer to another part of the or ganization.	United States	-1.20	0.000
	Ger many	-1.16	0.000
	Spain	-1.08	0.000
	South Afr ica	-1.06	0.000
	Fr ance	-1.28	0.000
	Jor dan	-0.30	0.012
Encour age anyone who is bot he Jor dan by t he situat ion to t ransfer to another part of the or ganizat i	United States	-0.90	0.000
	Ger many	-0.86	0.000
	Spain	-0.78	0.000
	South Afr ica	-0.76	0.000
	Fr ance	-0.98	0.000
	India	0.30	0.012
Punish anyone who disr upts t he wor k in t he af ter mat h of t his situation.	United States		
	Ger many	-0.13	0.321
	Spain	0.24	0.058
	South Afr ica	0.18	0.210

Leadership across Differences

	France	1.10	0.000
	India	1.18	0.000
	Jordan	1.84	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	United States	0.13	0.321
	Spain	0.37	0.002
	South Africa	0.31	0.027
	France	1.23	0.000
	India	1.31	0.000
	Jordan	1.97	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	United States	-0.24	0.058
	Germany	-0.37	0.002
	South Africa	-0.06	0.678
	France	0.86	0.001
	India	0.94	0.000
	Jordan	1.60	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	United States	-0.18	0.210
	Germany	-0.31	0.027
	Spain	0.06	0.678
	France	0.92	0.000
	India	1.00	0.000
	Jordan	1.65	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	United States	-1.10	0.000
	Germany	-1.23	0.000
	Spain	-0.86	0.001
	South Africa	-0.92	0.000
	India	0.08	0.754
	Jordan	0.73	0.005
Punish anyone who disrupts the work in the aftermath of this situation.	United States	-1.18	0.000
	Germany	-1.31	0.000
	Spain	-0.94	0.000
	South Africa	-1.00	0.000
	France	-0.08	0.754
	Jordan	0.66	0.000
Punish anyone who disrupts the work in the aftermath of this situation.	United States	-1.84	0.000
	Germany	-1.97	0.000

Leadership across Differences

	Spain	-1.60	0.000
	South Africa	-1.65	0.000
	France	-0.73	0.005
	India	-0.66	0.000
Work with members of different national nationality groups to surface the differences so that they can better understand one another's point of view.	United States Germany	-0.08	0.484
	Spain	-0.30	0.007
	South Africa	-0.02	0.879
	France	-0.08	0.722
	India	-0.58	0.000
	Jordan	-0.13	0.313
Work with members of different national nationality groups to surface the differences so that they can better understand one another's point of view.	Germany United States	0.08	0.484
	Spain	0.22	0.039
	South Africa	0.06	0.625
	France	0.00	0.997
	India	-0.50	0.000
	Jordan	-0.05	0.697
Work with members of different national nationality groups to surface the differences so that they can better understand one another's point of view.	United States Spain	0.30	0.007
	Germany	0.22	0.039
	South Africa	0.28	0.021
	France	0.22	0.315
	India	-0.28	0.009
	Jordan	0.17	0.149
Work with members of different national nationality groups to surface the differences so that they can better understand one another's point of view.	South Africa United States	0.02	0.879
	Germany	-0.06	0.625
	Spain	-0.28	0.021
	France	-0.06	0.793
	India	-0.56	0.000
	Jordan	-0.11	0.423
Work with members of different national nationality groups to surface the differences so that they can better understand one another's point of view.	France United States	0.08	0.722

Leadership across Differences

	Germany	0.00	0.997
	Spain	-0.22	0.315
	South Africa	0.06	0.793
	India	-0.50	0.025
	Jordan	-0.05	0.831
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	United States	0.58	0.000
	Germany	0.50	0.000
	Spain	0.28	0.009
	South Africa	0.56	0.000
	France	0.50	0.025
	Jordan	0.45	0.000
Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	United States	0.13	0.313
	Germany	0.05	0.697
	Spain	-0.17	0.149
	South Africa	0.11	0.423
	France	0.05	0.831
	India	-0.45	0.000
Encourage debate and discuss about what happened.	United States	0.08	0.748
	Spain	0.01	0.955
	South Africa	0.42	0.006
	France	0.14	0.595
	Jordan	-0.21	0.157
Encourage debate and discuss about what happened.	United States	-0.08	0.748
	Spain	-0.07	0.766
	South Africa	0.35	0.156
	France	0.07	0.842
	Jordan	-0.29	0.233
Encourage debate and discuss about what happened.	United States	-0.01	0.955
	Germany	0.07	0.766
	South Africa	0.42	0.004
	France	0.13	0.607
	Jordan	-0.22	0.119
Encourage debate and discuss about what happened.	United States	-0.42	0.006
	Germany	-0.35	0.156
	Spain	-0.42	0.004

Leadership across Differences

	France	-0.28	0.300
	Jordan	-0.64	0.000
Encourage debate and discuss France about what happened.	United States	-0.14	0.595
	Germany	-0.07	0.842
	Spain	-0.13	0.607
	South Africa	0.28	0.300
	Jordan	-0.36	0.189
Encourage debate and discuss Jordan about what happened.	United States	0.21	0.157
	Germany	0.29	0.233
	Spain	0.22	0.119
	South Africa	0.64	0.000
	France	0.36	0.189
Discourage the immigrants from United States expressing dissatisfaction with the English policy.	Germany	-0.05	0.686
	Spain	-0.16	0.217
	South Africa	0.61	0.000
	France	0.19	0.467
	India	0.76	0.000
	Jordan	1.33	0.000
Discourage the immigrants from Germany expressing dissatisfaction with the English policy.	United States	0.05	0.686
	Spain	-0.11	0.393
	South Africa	0.66	0.000
	France	0.24	0.345
	India	0.81	0.000
	Jordan	1.38	0.000
Discourage the immigrants from Spain expressing dissatisfaction with the English policy.	United States	0.16	0.217
	Germany	0.11	0.393
	South Africa	0.77	0.000
	France	0.35	0.171
	India	0.92	0.000
	Jordan	1.49	0.000
Discourage the immigrants from South Africa expressing dissatisfaction with the English policy.	United States	-0.61	0.000
	Germany	-0.66	0.000
	Spain	-0.77	0.000
	France	-0.42	0.115
	India	0.15	0.287
	Jordan	0.72	0.000

Leadership across Differences

Discourage the immigrants from expressing dissatisfaction with the English policy.	United States	-0.19	0.467
	Germany	-0.24	0.345
	Spain	-0.35	0.171
	South Africa	0.42	0.115
	India	0.57	0.026
	Jordan	1.14	0.000
Discourage the immigrants from expressing dissatisfaction with the English policy.	United States	-0.76	0.000
	Germany	-0.81	0.000
	Spain	-0.92	0.000
	South Africa	-0.15	0.287
	France	-0.57	0.026
	Jordan	0.57	0.000
Discourage the immigrants from expressing dissatisfaction with the English policy.	United States	-1.33	0.000
	Germany	1.38	0.000
	Spain	-1.49	0.000
	South Africa	-0.72	0.000
	France	-1.14	0.000
	India	-0.57	0.000
Ask coworkers of the upset employees to try to get them to calm down.	United States	0.64	0.000
	Germany	1.12	0.000
	Spain	0.82	0.000
	South Africa	1.01	0.000
	France	1.08	0.000
	Jordan	1.70	0.000
Ask coworkers of the upset employees to try to get them to calm down.	United States	-0.64	0.000
	Germany	0.47	0.000
	Spain	0.18	0.180
	South Africa	0.37	0.114
	France	0.44	0.000
	Jordan	1.05	0.000
Ask coworkers of the upset employees to try to get them to calm down.	United States	-1.12	0.000
	Germany	-0.47	0.000
	Spain	-0.30	0.021
	South Africa	-0.10	0.664
	France	-0.03	0.758
	Jordan	0.58	0.000

Leadership across Differences

Ask co-workers of the upset employees to try to get them to calm down.	South Africa	United States	-0.82	0.000
		Germany	-0.18	0.180
		Spain	0.30	0.021
		France	0.19	0.422
		India	0.26	0.045
		Jordan	0.88	0.000
Ask co-workers of the upset employees to try to get them to calm down.	France	United States	-1.01	0.000
		Germany	-0.37	0.114
		Spain	0.10	0.664
		South Africa	-0.19	0.422
		India	0.07	0.775
		Jordan	0.68	0.005
Ask co-workers of the upset employees to try to get them to calm down.	India	United States	-1.05	0.000
		Germany	-0.44	0.000
		Spain	0.03	0.758
		South Africa	-0.26	0.045
		France	-0.07	0.775
		Jordan	0.62	0.000
Ask co-workers of the upset employees to try to get them to calm down.	Jordan	United States	-1.70	0.000
		Germany	-1.05	0.000
		Spain	-0.58	0.000
		South Africa	-0.88	0.000
		France	-0.68	0.005
		India	-0.62	0.000
Inform the media about what is going on. ^a	United States	Germany	-0.10	0.502
		Spain	0.15	0.086
		South Africa	-0.10	0.381
		France	-0.05	0.791
		Jordan	0.52	0.000
Inform the media about what is Germany going on. ^a	United States		0.10	0.502
		Spain	0.25	0.092
		South Africa	0.00	0.984
		France	0.06	0.788
		Jordan	0.62	0.000
Inform the media about what is Spain going on. ^a	United States		-0.15	0.086

Leadership across Differences

	Germany	-0.25	0.092
	South Africa	-0.25	0.029
	France	-0.19	0.252
	Jordan	0.37	0.000
Inform the media about what is South Africa going on. ^a	United States	0.10	0.381
	Germany	0.00	0.984
	Spain	0.25	0.029
	France	0.06	0.751
	Jordan	0.62	0.000
Inform the media about what is France going on. ^a	United States	0.05	0.791
	Germany	-0.06	0.788
	Spain	0.19	0.252
	South Africa	-0.06	0.751
	Jordan	0.56	0.001
Inform the media about what is Jordan going on. ^a	United States	-0.52	0.000
	Germany	-0.62	0.000
	Spain	-0.37	0.000
	South Africa	-0.62	0.000
	France	-0.56	0.001
Redesign the work so that the United States different nationality groups will no longer have to interact with one another.	Germany	0.18	0.126
	Spain	0.26	0.022
	South Africa	0.19	0.149
	France	-0.02	0.918
	India	1.34	0.000
	Jordan	0.97	0.000
Redesign the work so that the Germany different nationality groups will no longer have to interact with one another.	United States	-0.18	0.126
	Spain	0.08	0.456
	South Africa	0.01	0.938
	France	-0.21	0.368
	India	1.16	0.000
	Jordan	0.79	0.000
Redesign the work so that the Spain different nationality groups will no longer have to interact with one another.	United States	-0.26	0.022
	Germany	-0.08	0.456
	South Africa	-0.07	0.565
	France	-0.29	0.204

Leadership across Differences

	India	1.08	0.000
	Jor dan	0.71	0.000
Redesign the work so that the South Africa different nationality groups will no longer have to interact with one another.	United States	-0.19	0.149
	Ger many	-0.01	0.938
	Spain	0.07	0.565
	Fr ance	-0.22	0.361
	India	1.15	0.000
	Jor dan	0.78	0.000
Redesign the work so that the France different nationality groups will no longer have to interact with one another.	United States	0.02	0.918
	Ger many	0.21	0.368
	Spain	0.29	0.204
	South Africa	0.22	0.361
	India	1.37	0.000
	Jor dan	0.99	0.000
Redesign the work so that the India different nationality groups will no longer have to interact with one another.	United States	-1.34	0.000
	Ger many	-1.16	0.000
	Spain	-1.08	0.000
	South Africa	-1.15	0.000
	Fr ance	-1.37	0.000
	Jor dan	-0.37	0.003
Redesign the work so that the Jordan different nationality groups will no longer have to interact with one another.	United States	-0.97	0.000
	Ger many	-0.79	0.000
	Spain	-0.71	0.000
	South Africa	-0.78	0.000
	Fr ance	-0.99	0.000
	India	0.37	0.003
Direct employees to stop the United States gossip and informal conversation	Ger many	0.05	0.719
	Spain	0.14	0.266
	South Africa	0.50	0.001
	Fr ance	-0.03	0.901
	India	0.67	0.000
	Jor dan	1.53	0.000
Direct employees to stop the Germany gossip and informal conversation	United States	-0.05	0.719

Leadership across Differences

	Spain	0.10	0.436
	South Africa	0.46	0.002
	France	-0.08	0.754
	India	0.62	0.000
	Jordan	1.48	0.000
Direct employees to stop the Spain gossip and informal conversations.	United States	-0.14	0.266
	Germany	-0.10	0.436
	South Africa	0.36	0.011
	France	-0.18	0.489
	India	0.53	0.000
	Jordan	1.39	0.000
Direct employees to stop the South Africa gossip and informal conversations.	United States	-0.50	0.001
	Germany	-0.46	0.002
	Spain	-0.36	0.011
	France	-0.54	0.044
	India	0.17	0.250
	Jordan	1.33	0.000
Direct employees to stop the France gossip and informal conversations.	United States	0.03	0.901
	Germany	0.08	0.754
	Spain	0.18	0.489
	South Africa	0.54	0.044
	India	0.70	0.006
	Jordan	1.57	0.000
Direct employees to stop the India gossip and informal conversations.	United States	-0.67	0.000
	Germany	-0.62	0.000
	Spain	-0.53	0.000
	South Africa	-0.17	0.250
	France	-0.70	0.006
	Jordan	0.86	0.000
Direct employees to stop the gossip and informal conversations.			
Jordan	United States	-1.53	0.000
	Germany	-1.48	0.000
	Spain	-1.39	0.000
	South Africa	-1.03	0.000
	France	-1.57	0.000
	India	-0.86	0.000
Providing individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	United States		
	Germany	-0.25	0.024
	Spain	-0.29	0.005
	South Africa	0.00	0.970

Leadership across Differences

	France	-0.60	0.005
	India	-0.79	0.000
	Jordan	-0.27	0.025
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.25	0.024
	Spain	-0.05	0.624
	South Africa	0.24	0.040
	France	-0.35	0.092
	India	-0.55	0.000
	Jordan	-0.02	0.835
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.29	0.005
	Germany	0.05	0.624
	South Africa	0.29	0.011
	France	-0.30	0.144
	India	-0.50	0.000
	Jordan	0.02	0.824
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.00	0.970
	Germany	-0.24	0.040
	Spain	-0.29	0.011
	France	-0.59	0.006
	India	-0.79	0.000
	Jordan	-0.26	0.039
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.60	0.005
	Germany	0.35	0.092
	Spain	0.30	0.144
	South Africa	0.59	0.006
	India	-0.20	0.344
	Jordan	0.33	0.127
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	United States	0.79	0.000
	Germany	0.55	0.000

Leadership across Differences

		Spain	0.50	0.000
		South Africa	0.79	0.000
		France	0.20	0.344
		Jordan	0.52	0.000
Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them	Jordan	United States	0.27	0.025
		Germany	0.02	0.835
		Spain	-0.02	0.824
		South Africa	0.26	0.039
		France	-0.33	0.127
		India	-0.52	0.000
Insist that the immigrants apologize to those who were offended.	United States	Germany	0.14	0.294
		Spain	0.27	0.042
		South Africa	0.45	0.003
		France	0.96	0.000
		India	0.59	0.002
		Jordan	1.11	0.000
Insist that the immigrants apologize to those who were offended.	Germany	United States	-0.14	0.294
		Spain	0.13	0.315
		South Africa	0.30	0.038
		France	0.82	0.002
		India	0.45	0.016
		Jordan	0.96	0.000
Insist that the immigrants apologize to those who were offended.	Spain	United States	-0.27	0.042
		Germany	-0.13	0.315
		South Africa	0.18	0.213
		France	0.70	0.009
		India	0.32	0.080
		Jordan	0.84	0.000
Insist that the immigrants apologize to those who were offended.	South Africa	United States	-0.45	0.003
		Germany	-0.30	0.038
		Spain	-0.18	0.213
		France	0.52	0.060
		India	0.14	0.475
		Jordan	0.66	0.000
Insist that the immigrants	France	United States	-0.96	0.000

Leadership across Differences

apologize to those who were offended.

Germany	-0.82	0.002
Spain	-0.70	0.009
South Africa	-0.52	0.060
India	-0.38	0.207
Jordan	0.14	0.603

Insist that the immigrants apologize to those who were offended.

India

United States	-0.59	0.002
Germany	-0.45	0.016
Spain	-0.32	0.080
South Africa	-0.14	0.475
France	0.38	0.207
Jordan	0.52	0.008

Insist that the immigrants apologize to those who were offended.

Jordan

United States	-1.11	0.000
Germany	-0.96	0.000
Spain	-0.84	0.000
South Africa	-0.66	0.000
France	-0.14	0.603
India	-0.52	0.008

Take legal action against those who do not follow the language policies.

United States

Germany	0.28	0.173
Spain	0.52	0.000
South Africa	0.45	0.001
France	-0.07	0.778
Jordan	1.42	0.000

Take legal action against those who do not follow the language policies.

Germany

United States	-0.28	0.173
Spain	0.24	0.246
South Africa	0.16	0.446
France	-0.35	0.229
Jordan	1.14	0.000

Take legal action against those who do not follow the language policies.

Spain

United States	-0.52	0.000
Germany	-0.24	0.246
South Africa	-0.07	0.556
France	-0.59	0.012
Jordan	0.90	0.000

Take legal action against those who do not follow the language policies.

South Africa

United States	-0.45	0.001

Leadership across Differences

	Germany	-0.16	0.446
	Spain	0.07	0.556
	France	-0.51	0.035
	Jordan	0.97	0.000
Take legal action against those who do not follow the language policies.	United States	0.07	0.778
	Germany	0.35	0.229
	Spain	0.59	0.012
	South Africa	0.51	0.035
	Jordan	1.49	0.000
Take legal action against those who do not follow the language policies.	United States	-1.42	0.000
	Germany	-1.14	0.000
	Spain	-0.90	0.000
	South Africa	-0.97	0.000
	France	-1.49	0.000
Apologize to the employees who were offended.	United States	-0.33	0.006
	Spain	-0.02	0.856
	South Africa	0.25	0.063
	France	0.41	0.080
	India	-0.03	0.799
	Jordan	0.50	0.000
Apologize to the employees who were offended.	United States	0.33	0.006
	Spain	0.31	0.006
	South Africa	0.58	0.000
	France	0.75	0.001
	India	0.30	0.010
	Jordan	0.83	0.000
Apologize to the employees who were offended.	United States	0.02	0.856
	Germany	-0.31	0.006
	South Africa	0.27	0.032
	France	0.43	0.061
	India	-0.01	0.932
	Jordan	0.52	0.000
Apologize to the employees who were offended.	United States	-0.25	0.063
	Germany	-0.58	0.000
	Spain	-0.27	0.032
	France	0.16	0.505
	India	-0.28	0.031
	Jordan	0.25	0.084

Leadership across Differences

Apologize to the employees who were offended.	United States	-0.41	0.080
	Germany	-0.75	0.001
	Spain	-0.43	0.061
	South Africa	-0.16	0.505
	India	-0.44	0.057
	Jordan	0.09	0.717
Apologize to the employees who were offended.	United States	0.03	0.799
	Germany	-0.30	0.010
	Spain	0.01	0.932
	South Africa	0.28	0.031
	France	0.44	0.057
	Jordan	0.53	0.000
Apologize to the employees who were offended.	United States	-0.50	0.000
	Germany	-0.83	0.000
	Spain	-0.52	0.000
	South Africa	-0.25	0.084
	France	-0.09	0.717
	India	-0.53	0.000
Appoint a qualified person from the immigrant group as a supervisor job.	United States	0.01	0.976
	Germany	-0.11	0.364
	Spain	-0.65	0.000
	France	-0.07	0.770
	Jordan	0.64	0.000
	South Africa	-0.65	0.000
Appoint a qualified person from the immigrant group as a supervisor job.	United States	-0.01	0.976
	Germany	-0.12	0.584
	Spain	-0.66	0.005
	France	-0.08	0.796
	Jordan	0.63	0.007
	South Africa	-0.66	0.005
Appoint a qualified person from Spain the immigrant group as a supervisor job.	United States	0.11	0.364
	Germany	0.12	0.584
	Spain	-0.54	0.000
	France	0.04	0.871
	Jordan	0.75	0.000
	South Africa	-0.54	0.000
Appoint a qualified person from South Africa the immigrant group as a supervisor job.	United States	0.65	0.000
	Germany	0.66	0.005
	Spain	0.54	0.000

Leadership across Differences

	France	0.58	0.027
	Jordan	1.29	0.000
Appoint a qualified person from the immigrant group a supervisor job.	United States	0.07	0.770
	Germany	0.08	0.796
	Spain	-0.04	0.871
	South Africa	-0.58	0.027
	Jordan	0.71	0.006
Appoint a qualified person from the immigrant group a supervisor job.	United States	-0.64	0.000
	Germany	-0.63	0.007
	Spain	-0.75	0.000
	South Africa	-1.29	0.000
	France	-0.71	0.006
Initiate team building exercises for members of different nationality groups.	United States	-0.23	0.064
	Germany	-0.23	0.064
	Spain	-0.08	0.479
	South Africa	-0.16	0.235
	France	0.07	0.783
	India	-0.43	0.000
	Jordan	0.12	0.361
Initiate team building exercises for members of different nationality groups.	United States	0.23	0.064
	Germany	0.23	0.064
	Spain	0.14	0.205
	South Africa	0.06	0.626
	France	0.29	0.214
	India	-0.21	0.075
	Jordan	0.35	0.007
Initiate team building exercises for members of different nationality groups.	United States	0.08	0.479
	Germany	-0.14	0.205
	South Africa	-0.08	0.541
	France	0.15	0.522
	India	-0.35	0.002
	Jordan	0.21	0.103
Initiate team building exercises for members of different nationality groups.	United States	0.16	0.235
	Germany	-0.06	0.626
	Spain	0.08	0.541
	France	0.23	0.349
	India	-0.27	0.039

Leadership across Differences

	Jor dan	0.28	0.048
Initiate team building exercises for members of different national ity groups.	United States	-0.07	0.783
	Ger many	-0.29	0.214
	Spain	-0.15	0.522
	South Afr ica	-0.23	0.349
	India	-0.50	0.034
	Jor dan	0.06	0.811
Initiate team building exercises for members of different national ity groups.	United States	0.43	0.000
	Ger many	0.21	0.075
	Spain	0.35	0.002
	South Afr ica	0.27	0.039
	Fr ance	0.50	0.034
	Jor dan	0.55	0.000
Initiate team building exercises for members of different national ity groups.	United States	-0.12	0.361
	Ger many	-0.35	0.007
	Spain	-0.21	0.103
	South Afr ica	-0.28	0.048
	Fr ance	-0.06	0.811
	India	-0.55	0.000
Initiate coaching for the local employees.	United States	-0.36	0.003
	Spain	-0.27	0.019
	South Afr ica	0.06	0.652
	Fr ance	-0.07	0.780
	India	-0.76	0.000
	Jor dan	0.42	0.002
Initiate coaching for the local employees.	United States	0.36	0.003
	Spain	0.09	0.443
	South Afr ica	0.42	0.001
	Fr ance	0.29	0.205
	India	-0.40	0.015
	Jor dan	0.78	0.000
Initiate coaching for the local employees.	United States	0.27	0.019
	Ger many	-0.09	0.443
	South Afr ica	0.33	0.008
	Fr ance	0.21	0.365
	India	-0.48	0.003
	Jor dan	0.70	0.000

Leadership across Differences

Initiate coaching for the local employees.	United States	-0.06	0.652
	Germany	-0.42	0.001
	Spain	-0.33	0.008
	France	-0.13	0.598
	India	-0.82	0.000
	Jordan	0.36	0.011
Initiate coaching for the local employees.	United States	0.07	0.780
	Germany	-0.29	0.205
	Spain	-0.21	0.365
	South Africa	0.13	0.598
	India	-0.69	0.008
	Jordan	0.49	0.041
Initiate coaching for the local employees.	United States	0.76	0.000
	Germany	0.40	0.015
	Spain	0.48	0.003
	South Africa	0.82	0.000
	France	0.69	0.008
	Jordan	1.18	0.000
Initiate coaching for the local employees.	United States	-0.42	0.002
	Germany	-0.78	0.000
	Spain	-0.70	0.000
	South Africa	-0.36	0.011
	France	-0.49	0.041
	India	-1.18	0.000
Develop a policy that threatens anyone with immediate termination for violating the English only policy.	United States	-0.05	0.706
	Spain	0.15	0.237
	South Africa	0.33	0.019
	France	0.63	0.014
	India	2.33	0.000
	Jordan	0.95	0.000
Develop a policy that threatens anyone with immediate termination for violating the English only policy.	United States	0.05	0.706
	Spain	0.19	0.100
	South Africa	0.38	0.006
	France	0.68	0.007
	India	2.37	0.000
	Jordan	1.00	0.000
Develop a policy that threatens anyone with immediate termination for violating the English only policy.	United States	-0.15	0.237

Leadership across Differences

anyone with immediate
termination for violating the
English policy.

Germany	-0.19	0.100
South Africa	0.19	0.162
France	0.48	0.054
India	2.18	0.000
Jordan	0.80	0.000

Develop a policy that threatens
anyone with immediate
termination for violating the
English policy.

United States	-0.33	0.019
Germany	-0.38	0.006
Spain	-0.19	0.162
France	0.29	0.259
India	1.99	0.000
Jordan	0.62	0.000

Develop a policy that threatens
anyone with immediate
termination for violating the
English policy.

United States	-0.63	0.014
Germany	-0.68	0.007
Spain	-0.48	0.054
South Africa	-0.29	0.259
India	1.70	0.000
Jordan	0.32	0.212

Develop a policy that threatens
anyone with immediate
termination for violating the
English policy.

United States	-2.33	0.000
Germany	-2.37	0.000
Spain	-2.18	0.000
South Africa	-1.99	0.000
France	-1.70	0.000
Jordan	-1.38	0.000

Develop a policy that threatens
anyone with immediate
termination for violating the
English policy.

United States	-0.95	0.000
Germany	-1.00	0.000
Spain	-0.80	0.000
South Africa	-0.62	0.000
France	-0.32	0.212
India	1.38	0.000

Develop a policy that threatens
anyone with legal action for
violating the English policy
in the workplace.

Germany	0.16	0.466
Spain	0.23	0.062

Leadership across Differences

	South Africa	0.05	0.769
	France	0.30	0.237
	Jordan	1.12	0.000
Develop a policy that threaten anyone with legal action for violating the English policy in the workplace.	United States	-0.16	0.466
	Spain	0.07	0.750
	South Africa	-0.11	0.655
	France	0.13	0.666
	Jordan	0.96	0.000
Develop a policy that threaten anyone with legal action for violating the English policy in the workplace.	United States	-0.23	0.062
	Germany	-0.07	0.750
	South Africa	-0.18	0.280
	France	0.06	0.797
	Jordan	0.89	0.000
Develop a policy that threaten anyone with legal action for violating the English policy in the workplace.	United States	-0.05	0.769
	Germany	0.11	0.655
	Spain	0.18	0.280
	France	0.25	0.373
	Jordan	1.07	0.000
Develop a policy that threaten anyone with legal action for violating the English policy in the workplace.	United States	-0.30	0.237
	Germany	-0.13	0.666
	Spain	-0.06	0.797
	South Africa	-0.25	0.373
	Jordan	0.83	0.001
Develop a policy that threaten anyone with legal action for violating the English policy in the workplace.	United States	-1.12	0.000
	Germany	-0.96	0.000
	Spain	-0.89	0.000
	South Africa	-1.07	0.000
	France	-0.83	0.001
Establish an independent office to handle such incidents.	United States	0.56	0.000
	Spain	-0.08	0.550
	South Africa	0.16	0.278

Leadership across Differences

	France	0.28	0.267
	India	0.81	0.000
	Jordan	1.07	0.000
Establish an independent office to handle such incidents.	United States	-0.56	0.000
	Spain	-0.64	0.000
	South Africa	-0.41	0.004
	France	-0.28	0.263
	India	0.24	0.053
	Jordan	0.50	0.000
Establish an independent office to handle such incidents.	United States	0.08	0.550
	Germany	0.64	0.000
	South Africa	0.23	0.090
	France	0.36	0.152
	India	0.88	0.000
	Jordan	1.15	0.000
Establish an independent office to handle such incidents.	United States	-0.16	0.278
	Germany	0.41	0.004
	Spain	-0.23	0.090
	France	0.12	0.634
	India	0.65	0.000
	Jordan	0.91	0.000
Establish an independent office to handle such incidents.	United States	-0.28	0.267
	Germany	0.28	0.263
	Spain	-0.36	0.152
	South Africa	-0.12	0.634
	India	0.52	0.037
	Jordan	0.79	0.003
Establish an independent office to handle such incidents.	United States	-0.81	0.000
	Germany	-0.24	0.053
	Spain	-0.88	0.000
	South Africa	-0.65	0.000
	France	-0.52	0.037
	Jordan	0.26	0.061
Establish an independent office to handle such incidents.	United States	-1.07	0.000
	Germany	-0.50	0.000
	Spain	-1.15	0.000
	South Africa	-0.91	0.000
	France	-0.79	0.003
	India	-0.26	0.061
Stop hiring so many immigrants.	United States	0.43	0.036

Leadership across Differences

	Spain	0.31	0.007
	South Africa	1.00	0.000
	France	0.65	0.004
	Jordan	1.71	0.000
Stop hiring so many immigrants. Germany	United States	-0.43	0.036
	Spain	-0.12	0.554
	South Africa	0.57	0.006
	France	0.22	0.424
	Jordan	1.29	0.000
Stop hiring so many immigrants. Spain	United States	-0.31	0.007
	Germany	0.12	0.554
	South Africa	0.69	0.000
	France	0.34	0.127
	Jordan	1.40	0.000
Stop hiring so many immigrants. South Africa	United States	-1.00	0.000
	Germany	-0.57	0.006
	Spain	-0.63	0.000
	France	-0.35	0.133
	Jordan	0.71	0.000
Stop hiring so many immigrants. France	United States	-0.65	0.004
	Germany	-0.22	0.424
	Spain	-0.34	0.127
	South Africa	0.35	0.133
	Jordan	1.06	0.000
Stop hiring so many immigrants. Jordan	United States	-1.71	0.000
	Germany	-1.29	0.000
	Spain	-1.40	0.000
	South Africa	-0.71	0.000
	France	-1.06	0.000
Conduct a best practices survey. United States develop recommendations based on what other organizations do.	Germany	0.03	0.799
	Spain	-0.17	0.141
	South Africa	-0.15	0.235
	France	-0.14	0.521
	India	-0.24	0.036
	Jordan	0.08	0.521
Conduct a best practices survey. Germany develop recommendations based on what other organizations do.	United States	-0.03	0.799
	Spain	-0.19	0.070
	South Africa	-0.18	0.144
	France	-0.17	0.435
	India	-0.27	0.014
	Jordan	0.05	0.671

Leadership across Differences

Conduct a best practices survey Spain develop recommendations based on what other organizations do.	United States	0.17	0.141
	Germany	0.19	0.070
	South Africa	0.01	0.923
	France	0.02	0.925
	India	-0.08	0.475
	Jordan	0.25	0.039
Conduct a best practices survey South Africa develop recommendations based on what other organizations do.	United States	0.15	0.235
	Germany	0.18	0.144
	Spain	-0.01	0.923
	France	0.01	0.969
	India	-0.09	0.481
	Jordan	0.24	0.084
Conduct a best practices survey France develop recommendations based on what other organizations do.	United States	0.14	0.521
	Germany	0.17	0.435
	Spain	-0.02	0.925
	South Africa	-0.01	0.969
	India	-0.10	0.665
	Jordan	0.23	0.323
Conduct a best practices survey India develop recommendations based on what other organizations do.	United States	0.24	0.036
	Germany	0.27	0.014
	Spain	0.08	0.475
	South Africa	0.09	0.481
	France	0.10	0.665
	Jordan	0.32	0.009
Conduct a best practices survey Jordan develop recommendations based on what other organizations do.	United States	-0.08	0.521
	Germany	-0.05	0.671
	Spain	-0.25	0.039
	South Africa	-0.24	0.084
	France	-0.23	0.323
	India	-0.32	0.009
Hold training programs to team members of different nationality groups how to work together without disruption.	United States	-0.34	0.002
	Germany	-0.34	0.002
	Spain	-0.12	0.269
	South Africa	0.02	0.864
	France	-0.24	0.260

Leadership across Differences

	India	-0.70	0.000
	Jor dan	-0.19	0.124
Hold training programs to tea	United States	0.34	0.002
members of different nationality			
groups how to work together			
without disruption.			
	Spain	0.23	0.025
	South Africa	0.37	0.002
	France	0.11	0.617
	India	-0.35	0.001
	Jor dan	0.16	0.175
Hold training programs to tea	United States	0.12	0.269
members of different nationality			
groups how to work together			
without disruption.			
	Germany	-0.23	0.025
	South Africa	0.14	0.229
	France	-0.12	0.557
	India	-0.53	0.000
	Jor dan	-0.07	0.542
Hold training programs to tea	United States	-0.02	0.864
members of different nationality			
groups how to work together			
without disruption.			
	Germany	-0.37	0.002
	Spain	-0.14	0.229
	France	-0.26	0.231
	India	-0.72	0.000
	Jor dan	-0.21	0.108
Hold training programs to tea	United States	0.24	0.260
members of different nationality			
groups how to work together			
without disruption.			
	Germany	-0.11	0.617
	Spain	0.12	0.557
	South Africa	0.26	0.231
	India	-0.46	0.030
	Jor dan	0.05	0.805
Hold training programs to tea	United States	0.70	0.000
members of different nationality			
groups how to work together			
without disruption.			
	Germany	0.35	0.001
	Spain	0.58	0.000
	South Africa	0.72	0.000
	France	0.46	0.030
	Jor dan	0.51	0.000

Leadership across Differences

Hold training programs to teach members of different nationality groups how to work together without disruption.	United States	0.19	0.124
	Germany	-0.16	0.175
	Spain	0.07	0.542
	South Africa	0.21	0.108
	France	-0.05	0.805
	India	-0.51	0.000
Acknowledge the local employees' grievances.	United States	-0.48	0.012
	Germany	-1.29	0.000
	Spain	0.07	0.560
	France	-0.89	0.000
	Jordan	0.09	0.454
Acknowledge the local employees' grievances.	United States	0.48	0.012
	Germany	-0.81	0.000
	Spain	0.53	0.005
	France	-0.41	0.120
	Jordan	0.57	0.003
Acknowledge the local employees' grievances.	United States	1.29	0.000
	Germany	0.81	0.000
	Spain	1.37	0.000
	France	0.41	0.050
	Jordan	1.38	0.000
Acknowledge the local employees' grievances.	United States	-0.07	0.560
	Germany	-0.55	0.005
	Spain	-1.37	0.000
	France	-0.96	0.000
	Jordan	0.02	0.880
Acknowledge the local employees' grievances.	United States	0.89	0.000
	Germany	0.41	0.120
	Spain	-0.41	0.050
	South Africa	0.96	0.000
	Jordan	0.98	0.000
Acknowledge the local employees' grievances.	United States	-0.09	0.454
	Germany	-0.57	0.003
	Spain	-1.38	0.000
	South Africa	-0.02	0.880
	France	-0.98	0.000
Redesign the work so that people	United States	0.56	0.000

Leadership across Differences

from different nationality groups
are working together on important
tasks that require cooperation

Spain	0.19	0.133
South Africa	-0.02	0.892
France	-0.06	0.804
India	-0.17	0.189
Jordan	0.13	0.360

Redesign the work so that people
from different nationality groups
are working together on important
tasks that require cooperation

United States	-0.56	0.000
Spain	-0.37	0.003
South Africa	-0.58	0.000
France	-0.62	0.014
India	-0.73	0.000
Jordan	-0.43	0.003

Redesign the work so that people
from different nationality groups
are working together on important
tasks that require cooperation

United States	-0.19	0.133
Germany	0.37	0.003
South Africa	-0.21	0.125
France	-0.26	0.309
India	-0.36	0.003
Jordan	-0.06	0.669

Redesign the work so that people
from different nationality groups
are working together on important
tasks that require cooperation.

United States	0.02	0.892
Germany	0.58	0.000
Spain	0.21	0.125
France	-0.04	0.867
India	-0.15	0.282
Jordan	0.15	0.322

Redesign the work so that people
from different nationality groups
are working together on important
tasks that require cooperation

United States	0.06	0.804
Germany	0.62	0.014
Spain	0.26	0.309
South Africa	0.04	0.867
India	-0.11	0.670
Jordan	0.20	0.450

Redesign the work so that people
from different nationality groups
are working together on important
tasks that require cooperation.

United States	0.17	0.189
Germany	0.73	0.000

Leadership across Differences

	Spain	0.36	0.003
	South Africa	0.15	0.282
	France	0.11	0.670
	Jordan	0.30	0.029
Redesign the work that people from different nationality groups are working together on important tasks that require cooperation	United States	-0.13	0.360
	Germany	0.43	0.003
	Spain	0.06	0.669
	South Africa	-0.15	0.322
	France	-0.20	0.450
	India	-0.30	0.029
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	United States	-0.12	0.303
	Spain	0.05	0.681
	South Africa	0.04	0.756
	France	-0.49	0.032
	India	-0.37	0.001
	Jordan	0.13	0.299
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Germany	0.12	0.303
	Spain	0.17	0.122
	South Africa	0.16	0.201
	France	-0.37	0.103
	India	-0.25	0.022
	Jordan	0.25	0.041
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Spain	-0.05	0.681
	Germany	-0.17	0.122
	South Africa	-0.01	0.961
	France	-0.53	0.017
	India	-0.42	0.000
	Jordan	0.09	0.469
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	South Africa	-0.04	0.756
	United States	-0.16	0.201

Leadership across Differences

		Spain	0.01	0.961
		France	-0.53	0.023
		India	-0.41	0.001
		Jordan	0.09	0.496
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	France	United States	0.49	0.032
		Germany	0.37	0.103
		Spain	0.53	0.017
		South Africa	0.53	0.023
		India	0.11	0.611
		Jordan	0.62	0.007
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	India	United States	0.37	0.001
		Germany	0.25	0.022
		Spain	0.42	0.000
		South Africa	0.41	0.001
		France	-0.11	0.611
		Jordan	0.51	0.000
Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	Jordan	United States	-0.13	0.299
		Germany	-0.25	0.041
		Spain	-0.09	0.469
		South Africa	-0.09	0.496
		France	-0.62	0.007
		India	-0.51	0.000
Showcase areas of the organization where different nationality groups work together effectively.	United States	Germany	-0.16	0.373
		Spain	0.31	0.002
		South Africa	0.03	0.830
		France	0.16	0.429
		Jordan	0.33	0.004
Showcase areas of the organization where different nationality groups work together effectively.	Germany	United States	0.16	0.373
		Spain	0.47	0.008
		South Africa	0.19	0.316
		France	0.32	0.197

Leadership across Differences

		Jor dan	0.49	0.008
Showcase areas of the or ganization where different national ity groups wor k together effectivel y.	Spain	United States	-0.31	0.002
		Ger many	-0.47	0.008
		South Afr ica	-0.29	0.009
		Fr ance	-0.15	0.454
		Jor dan	0.02	0.843
Showcase areas of the or ganization where different national ity groups wor k together effectivel y.	South Afr ica	United States	-0.03	0.830
		Ger many	-0.19	0.316
		Spain	0.29	0.009
		Fr ance	0.14	0.513
		Jor dan	0.31	0.013
Showcase areas of the or ganization where different national ity groups wor k together effectivel y.	Fr ance	United States	-0.16	0.429
		Ger many	-0.32	0.197
		Spain	0.15	0.454
		South Afr ica	-0.14	0.513
		Jor dan	0.17	0.410
Showcase areas of the or ganization where different national ity groups wor k together effectivel y.	Jor dan	United States	-0.33	0.004
		Ger many	-0.49	0.008
		Spain	-0.02	0.843
		South Afr ica	-0.31	0.013
		Fr ance	-0.17	0.410
Establ ish a reward system for high-per forming wor k groups where differences between national ity groups don't get in the way.	United States	Ger many	0.41	0.002
		Spain	-0.24	0.061
		South Afr ica	0.04	0.798
		Fr ance	0.37	0.148
		India	0.31	0.019
		Jor dan	1.00	0.000
Establ ish a reward system for high-per forming wor k groups where differences between national ity groups don't get in the way.	Ger many	United States	-0.41	0.002

Leadership across Differences

	Spain	-0.65	0.000
	South Africa	-0.37	0.009
	France	-0.04	0.881
	India	-0.10	0.414
	Jordan	0.59	0.000
Establish a reward system for Spain high-performing work groups where differences between nationality groups don't get in the way.	United States	0.24	0.061
	Germany	0.65	0.000
	South Africa	0.28	0.045
	France	0.61	0.015
	India	0.55	0.000
	Jordan	1.24	0.000
Establish a reward system for South Africa high-performing work groups where differences between nationality groups don't get in the way.	United States	-0.04	0.798
	Germany	0.37	0.009
	Spain	-0.28	0.045
	France	0.34	0.203
	India	0.27	0.056
	Jordan	0.96	0.000
Establish a reward system for France high-performing work groups where differences between nationality groups don't get in the way.	United States	-0.37	0.148
	Germany	0.04	0.881
	Spain	-0.61	0.015
	South Africa	-0.34	0.203
	India	-0.06	0.800
	Jordan	0.63	0.017
Establish a reward system for India high-performing work groups where differences between nationality groups don't get in the way.	United States	-0.31	0.019
	Germany	0.10	0.414
	Spain	-0.55	0.000
	South Africa	-0.27	0.056
	France	0.06	0.800
	Jordan	0.69	0.000
Establish a reward system for Jordan high-performing work groups where differences between nationality groups don't get in	United States	-1.00	0.000

Leadership across Differences

way.

	Germany	-0.59	0.000
	Spain	-1.24	0.000
	South Africa	-0.96	0.000
	France	-0.63	0.017
	India	-0.69	0.000
Make sure that all supervisors are treating members of all nationality groups with respect on a daily basis.	United States	-0.04	0.725
	Spain	-0.11	0.261
	South Africa	0.03	0.824
	France	0.08	0.692
	India	-1.12	0.000
	Jordan	-0.18	0.097
Make sure that all supervisors are treating members of all nationality groups with respect on a daily basis.	Germany	0.04	0.725
	Spain	-0.07	0.426
	South Africa	0.06	0.578
	France	0.11	0.562
	India	-1.09	0.000
	Jordan	-0.15	0.165
Make sure that all supervisors are treating members of all nationality groups with respect on a daily basis.	Spain	0.11	0.261
	Germany	0.07	0.426
	South Africa	0.13	0.202
	France	0.19	0.336
	India	-1.01	0.000
	Jordan	-0.08	0.471
Make sure that all supervisors are treating members of all nationality groups with respect on a daily basis.	South Africa	-0.03	0.824
	Germany	-0.06	0.578
	Spain	-0.13	0.202
	France	0.05	0.791
	India	-1.15	0.000
	Jordan	-0.21	0.077
Make sure that all supervisors are treating members of all nationality groups with respect on a daily basis.	France	-0.08	0.692
	United States	-0.11	0.562
	Spain	-0.19	0.336

Leadership across Differences

	South Africa	-0.05	0.791
	India	-1.20	0.000
	Jordan	-0.26	0.194
Make sure that all supervisors in India are treating members of all nationality groups with respect on a daily basis.	United States	1.12	0.000
	Germany	1.09	0.000
	Spain	1.01	0.000
	South Africa	1.15	0.000
	France	1.20	0.000
	Jordan	0.94	0.000
Make sure that all supervisor Jordan managers are treating members of all nationality groups with respect on a daily basis.	United States	0.18	0.097
	Germany	0.15	0.165
	Spain	0.08	0.471
	South Africa	0.21	0.077
	France	0.26	0.194
	India	-0.94	0.000
Develop policies and procedures to insure that all nationality groups are treated equally.	United States	0.36	0.001
	Germany	-0.36	0.001
	Spain	-0.19	0.069
	South Africa	-0.02	0.894
	France	0.01	0.965
	India	-0.97	0.000
	Jordan	-0.19	0.118
Develop policies and procedures to insure that all nationality groups are treated equally.	United States	0.36	0.001
	Germany	0.36	0.001
	Spain	0.16	0.112
	South Africa	0.34	0.004
	France	0.37	0.084
	India	-0.62	0.000
	Jordan	0.17	0.160
Develop policies and procedures to insure that all nationality groups are treated equally.	United States	0.19	0.069
	Germany	-0.16	0.112
	South Africa	0.18	0.123
	France	0.20	0.332
	India	-0.78	0.000
	Jordan	0.00	0.977
Develop policies and procedures to insure that all nationality groups	United States	0.02	0.894
	Germany	0.02	0.894

Leadership across Differences

are treated equally.

Germany	-0.34	0.004
Spain	-0.18	0.123
France	0.03	0.906
India	-0.96	0.000
Jordan	-0.17	0.178

Develop policies and procedures to insure that all nationality groups are treated equally.

United States	-0.01	0.965
Germany	-0.37	0.084
Spain	-0.20	0.332
South Africa	-0.03	0.906
India	-0.98	0.000
Jordan	-0.20	0.358

Develop policies and procedures to insure that all nationality groups are treated equally.

United States	0.97	0.000
Germany	0.62	0.000
Spain	0.78	0.000
South Africa	0.96	0.000
France	0.98	0.000
Jordan	0.78	0.000

Develop policies and procedures to insure that additional nationality groups are treated equally.

United States	0.19	0.118
Germany	-0.17	0.160
Spain	0.00	0.977
South Africa	0.17	0.178
France	0.20	0.358
India	-0.78	0.000

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	-0.53	0.000
Germany	-0.53	0.000
Spain	-0.25	0.033
South Africa	-0.10	0.439
France	-0.36	0.125
India	-0.76	0.000
Jordan	-0.12	0.343

Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.

United States	0.53	0.000
Germany	0.53	0.000
Spain	0.29	0.009
South Africa	0.43	0.001
France	0.17	0.459
India	-0.23	0.046
Jordan	0.41	0.001

Leadership across Differences

Develop a comprehensive proSpain of policies, practices, and training for preventing these types of situations in the organization.	United States	0.25	0.033
	Germany	-0.29	0.009
	South Africa	0.14	0.251
	France	-0.12	0.617
	India	-0.51	0.000
	Jordan	0.12	0.325
Develop a comprehensive proSouth Africa of policies, practices, and training for preventing these types of situations in the organization.	United States	0.10	0.439
	Germany	-0.43	0.001
	Spain	-0.14	0.251
	France	-0.26	0.282
	India	-0.66	0.000
	Jordan	-0.02	0.876
Develop a comprehensive proFrance of policies, practices, and training for preventing these types of situations in the organization.	United States	0.36	0.125
	Germany	-0.17	0.459
	Spain	0.12	0.617
	South Africa	0.26	0.282
	India	-0.40	0.087
	Jordan	0.24	0.323
Develop a comprehensive proIndia of policies, practices, and training for preventing these types of situations in the organization.	United States	0.76	0.000
	Germany	0.23	0.046
	Spain	0.51	0.000
	South Africa	0.66	0.000
	France	0.40	0.087
	Jordan	0.63	0.000
Develop a comprehensive proJordan of policies, practices, and training for preventing these types of situations in the organization.	United States	0.12	0.343
	Germany	-0.41	0.001
	Spain	-0.12	0.325
	South Africa	0.02	0.876
	France	-0.24	0.323
	India	-0.63	0.000
Privately warn the immigrant United States workers that this is unacceptable behavior.	Germany	-0.71	0.000

Leadership across Differences

	Spain	0.29	0.034
	South Africa	0.46	0.003
	France	1.28	0.000
	India	0.60	0.002
	Jordan	1.27	0.000
Privately warn the immigrant Germany workers that this is unacceptable behavior.	United States	0.71	0.000
	Spain	0.99	0.000
	South Africa	1.17	0.000
	France	1.98	0.000
	India	1.31	0.000
	Jordan	1.98	0.000
Privately warn the immigrant Spain workers that this is unacceptable behavior.	United States	-0.29	0.034
	Germany	-0.99	0.000
	South Africa	0.17	0.236
	France	0.99	0.000
	India	0.31	0.092
	Jordan	0.99	0.000
Privately warn the immigrant South Africa workers that this is unacceptable behavior.	United States	-0.46	0.003
	Germany	-1.17	0.000
	Spain	-0.17	0.236
	France	0.82	0.003
	India	0.14	0.479
	Jordan	0.81	0.000
Privately warn the immigrant France workers that this is unacceptable behavior.	United States	-1.28	0.000
	Germany	-1.98	0.000
	Spain	-0.99	0.000
	South Africa	-0.82	0.003
	India	-0.67	0.025
	Jordan	0.00	0.993
Privately warn the immigrant India workers that this is unacceptable behavior.	United States	-0.60	0.002
	Germany	-1.31	0.000
	Spain	-0.31	0.092
	South Africa	-0.14	0.479
	France	0.67	0.025
	Jordan	0.67	0.001
Privately warn the immigrant Jordan workers that this is unacceptable	United States	-1.27	0.000

Leadership across Differences

behavior.

	Germany	-1.98	0.000
	Spain	-0.99	0.000
	South Africa	-0.81	0.000
	France	0.00	0.993
	India	-0.67	0.001
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	United States	-0.23	0.384
	Spain	-0.18	0.220
	South Africa	0.44	0.012
	France	0.48	0.108
	Jordan	0.74	0.000
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	Germany	0.23	0.384
	Spain	0.05	0.857
	South Africa	0.67	0.014
	France	0.71	0.052
	Jordan	0.97	0.000
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	Spain	0.18	0.220
	Germany	-0.05	0.857
	South Africa	0.62	0.000
	France	0.66	0.023
	Jordan	0.93	0.000
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	South Africa	-0.44	0.012
	Germany	-0.67	0.014
	Spain	-0.62	0.000
	France	0.05	0.881
	Jordan	0.31	0.090
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	France	-0.48	0.108
	Germany	-0.71	0.052
	Spain	-0.66	0.023
	South Africa	-0.05	0.881
	Jordan	0.26	0.391
Educate employees that speak any language other than English is unacceptable behavior in the workplace.	Jordan	-0.74	0.000

Leadership across Differences

any language other than English
unacceptable behavior in the
workplace.

Germany	-0.97	0.000
Spain	-0.93	0.000
South Africa	-0.31	0.090
France	-0.26	0.391

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to Immigration Question.

^a Participants from India did not respond to these items.

Who Should Be Involved

Respondents provided ratings of the extent to which different groups or individuals should be involved in addressing a situation similar to that presented in the scenario. Ratings were made on a five-point scale where 1 = To a very great extent, 2 = To a great extent, 3 = To some extent, 4 = To a little extent, and 5 = Not at all. Table 24 provides the mean rating and standard deviation overall as well as for each country. Also included in the table is the F -value for each response (*indicates $p \leq 0.05$, **indicates $p \leq 0.01$, ***indicates $p \leq 0.001$), indicating whether or not the differences between the ratings from each country are statistically significant.

Table 24. Descriptive Statistics and ANOVA Test of Whom to Involve Responses of Immigration Scenario

Whom to Involve	Country	N	Mean	sd	F
Human resources	TOTAL	597	1.85	1.21	14.98***
	United States	139	2.14	1.38	
	Germany	32	1.38	0.49	
	Spain	189	1.52	0.81	
	South Africa	104	1.59	1.01	
	France	23	1.52	0.85	
	Jordan	110	2.52	1.55	
Senior executives	TOTAL	594	2.68	1.36	5.14***
	United States	138	2.80	1.48	
	Germany	32	3.53	1.14	
	Spain	188	2.48	1.24	
	South Africa	104	2.85	1.41	
	France	22	2.05	1.05	
	Jordan	110	2.56	1.32	
Immediate supervisor(s)	TOTAL	598	1.68	0.99	11.50***

Leadership across Differences

	United States	139	1.60	1.00	
	Germany	33	2.88	1.63	
	Spain	189	1.61	0.78	
	South Africa	104	1.53	0.82	
	France	23	1.70	0.76	
	Jordan	110	1.65	1.02	
A spokesperson for the local employees	TOTAL	598	2.73	1.38	8.95***
	United States	139	3.32	1.41	
	Germany	33	3.03	1.74	
	Spain	189	2.52	1.21	
	South Africa	104	2.58	1.35	
	France	23	2.87	1.39	
	Jordan	110	2.34	1.29	
A spokesperson for the immigrants	TOTAL	598	2.69	1.39	5.34***
	United States	139	3.18	1.46	
	Germany	33	2.73	1.53	
	Spain	189	2.48	1.20	
	South Africa	104	2.65	1.41	
	France	23	2.67	1.39	
	Jordan	110	2.43	1.40	
Others in the department	TOTAL	596	3.53	1.22	2.46*
	United States	139	3.52	1.36	
	Germany	33	4.12	0.93	
	Spain	189	3.38	1.07	
	South Africa	104	3.51	1.26	
	France	22	3.82	1.10	
	Jordan	109	3.57	1.29	
The union	TOTAL	596	3.73	1.33	5.48***
	United States	138	3.89	1.36	
	Germany	32	4.25	1.24	
	Spain	189	3.37	1.28	
	South Africa	104	3.70	1.35	
	France	23	4.30	1.06	
	Jordan	110	3.88	1.31	
An external consultant	TOTAL	593	3.93	1.23	1.63
	United States	137	3.72	1.38	
	Germany	33	3.82	1.45	
	Spain	187	3.98	1.10	
	South Africa	103	3.96	1.19	
	France	23	3.83	1.37	
	Jordan	110	4.14	1.16	
The government	TOTAL	594	4.48	1.01	5.47***
	United States	139	4.63	0.84	

Leadership across Differences

	Germany	32	4.91	0.30	
	Spain	188	4.49	0.93	
	South Africa	103	4.50	0.98	
	France	23	4.65	0.78	
	Jordan	109	4.08	1.37	
An advocacy group	TOTAL	593	4.18	1.12	4.32**
	United States	138	4.29	1.11	
	Germany	32	4.19	1.20	
	Spain	187	4.02	1.08	
	South Africa	103	4.45	0.99	
	France	23	4.74	0.69	
	Jordan	110	3.96	1.27	
A professional organization of food processing employees	TOTAL	592	3.98	1.21	10.49***
	United States	137	4.11	1.23	
	Germany	33	4.00	1.15	
	Spain	187	4.14	0.93	
	South Africa	103	4.07	1.24	
	France	23	4.65	0.78	
	Jordan	109	3.28	1.35	
Respected community leader	TOTAL	596	3.99	1.23	5.88***
	United States	139	4.16	1.19	
	Germany	33	4.64	0.55	
	Spain	188	3.94	1.15	
	South Africa	103	4.18	1.22	
	France	23	3.52	1.56	
	Jordan	110	3.62	1.34	
A mediator	TOTAL	590	3.38	1.39	1.06
	United States	136	3.46	1.46	
	Germany	33	3.52	1.56	
	Spain	188	3.31	1.32	
	South Africa	104	3.27	1.38	
	France	22	3.00	1.54	
	Jordan	107	3.56	1.37	
The board	TOTAL	592	3.46	1.40	15.28***
	United States	136	3.74	1.38	
	Germany	33	4.33	0.92	
	Spain	189	3.57	1.28	
	South Africa	103	3.67	1.35	
	France	23	2.39	1.37	
	Jordan	108	2.69	1.39	
The English speaking employee	TOTAL	589	2.81	1.40	1.11
	United States	136	2.73	1.47	
	Germany	33	3.15	1.58	
	Spain	188	2.72	1.32	

Leadership across Differences

	South Africa	103	2.97	1.47	
	France	22	3.09	1.54	
	Jordan	107	2.77	1.30	
The nonEnglish speaking employees	TOTAL	594	2.83	1.43	2.85*
	United States	136	2.65	1.46	
	Germany	33	3.00	1.58	
	Spain	189	2.65	1.33	
	South Africa	103	3.22	1.48	
	France	23	3.04	1.52	
	Jordan	110	2.90	1.38	
The individuals directly involved in the situation	TOTAL	590	1.75	1.07	2.02
	United States	136	1.73	1.15	
	Germany	33	1.58	1.03	
	Spain	188	1.78	1.04	
	South Africa	103	1.54	0.94	
	France	22	1.73	0.70	
	Jordan	108	1.98	1.17	
A respected religious leader	TOTAL	593	4.30	1.13	10.60***
	United States	138	4.44	1.07	
	Germany	33	4.64	0.82	
	Spain	188	4.38	1.00	
	South Africa	103	4.53	0.96	
	France	23	4.48	1.04	
	Jordan	108	3.63	1.41	
A lawyer, legal office, or legal counsel	TOTAL	590	4.16	1.14	6.77***
	United States	138	3.70	1.39	
	Germany	32	4.53	0.84	
	Spain	185	4.35	0.95	
	South Africa	103	4.27	1.05	
	France	23	4.26	1.18	
	Jordan	109	4.19	1.08	

In order to further explore country-level differences, we conducted post hoc tests using the least squared differences The results from these comparisons are presented in Table 25.

Table 25. Post Hoc Tests of Immigration Scenario Whom to Involve between Countries

Whom to Involve	Country (I)	Comparison Country (J)	Mean Difference (I-J)	Sig.
Human resources	United States	Germany	0.77	0.001
		Spain	0.62	0.000
		South Africa	0.56	0.000
		France	0.62	0.016
		Jordan	-0.37	0.011
Human resources	Germany	United States	-0.77	0.001
		Spain	-0.15	0.497
		South Africa	-0.21	0.361
		France	-0.15	0.639
		Jordan	-1.14	0.000
Human resources	Spain	United States	-0.62	0.000
		Germany	0.15	0.497
		South Africa	-0.06	0.654
		France	0.00	0.993
		Jordan	-0.99	0.000
Human resources	South Africa	United States	-0.56	0.000
		Germany	0.21	0.361
		Spain	0.06	0.654
		France	0.06	0.806
		Jordan	-0.93	0.000
Human resources	France	United States	-0.62	0.016
		Germany	0.15	0.639
		Spain	0.00	0.993
		South Africa	-0.06	0.806
		Jordan	-1.00	0.000
Human resources	Jordan	United States	0.37	0.011
		Germany	1.14	0.000
		Spain	0.99	0.000
		South Africa	0.93	0.000
		France	1.00	0.000
Seniorexecutives	United States	Germany	-0.73	0.006
		Spain	0.32	0.033
		South Africa	-0.04	0.809
		France	0.76	0.013
		Jordan	0.24	0.159
Seniorexecutives	Germany	United States	0.73	0.006
		Spain	1.05	0.000
		South Africa	0.69	0.011
		France	1.49	0.000

Leadership across Differences

		Jor dan	0.97	0.000
Seniorexecutives	Spain	United States	-0.32	0.033
		Ger many	-1.05	0.000
		South Afr ica	-0.36	0.027
		Fr ance	0.44	0.145
		Jor dan	-0.08	0.619
Seniorexecutives	South Afr ica	United States	0.04	0.809
		Ger many	-0.69	0.011
		Spain	0.36	0.027
		Fr ance	0.80	0.011
		Jor dan	0.28	0.122
Seniorexecutives	Fr ance	United States	-0.76	0.013
		Ger many	-1.49	0.000
		Spain	-0.44	0.145
		South Afr ica	-0.80	0.011
		Jor dan	-0.52	0.097
Seniorexecutives	Jor dan	United States	-0.24	0.159
		Ger many	-0.97	0.000
		Spain	0.08	0.619
		South Afr ica	-0.28	0.122
		Fr ance	0.52	0.097
Immediate super visor (\$)	United States	Ger many	-1.27	0.000
		Spain	0.00	0.969
		South Afr ica	0.08	0.539
		Fr ance	-0.09	0.669
		Jor dan	-0.05	0.678
Immediate super visor (\$)	Ger many	United States	1.27	0.000
		Spain	1.27	0.000
		South Afr ica	1.35	0.000
		Fr ance	1.18	0.000
		Jor dan	1.22	0.000
Immediate super visor (\$)	Spain	United States	0.00	0.969
		Ger many	-1.27	0.000
		South Afr ica	0.08	0.492
		Fr ance	-0.09	0.677
		Jor dan	-0.05	0.685
Immediate super visor (\$)	South Afr ica	United States	-0.08	0.539
		Ger many	-1.35	0.000
		Spain	-0.08	0.492
		Fr ance	-0.17	0.445
		Jor dan	-0.13	0.332
Immediate super visor (\$)	Fr ance	United States	0.09	0.669

Leadership across Differences

		Germany	-1.18	0.000
		Spain	0.09	0.677
		South Africa	0.17	0.445
		Jordan	0.04	0.850
Immediate supervisor(s)	Jordan	United States	0.05	0.678
		Germany	-1.22	0.000
		Spain	0.05	0.685
		South Africa	0.13	0.332
		France	-0.04	0.850
A spokesperson for the local employees	United States	Germany	0.29	0.257
		Spain	0.80	0.000
		South Africa	0.75	0.000
		France	0.45	0.132
		Jordan	0.99	0.000
A spokesperson for the local employees	Germany	United States	-0.29	0.257
		Spain	0.51	0.045
		South Africa	0.45	0.090
		France	0.16	0.658
		Jordan	0.69	0.009
A spokesperson for the local employees	Spain	United States	-0.80	0.000
		Germany	-0.51	0.045
		South Africa	-0.05	0.745
		France	-0.35	0.242
		Jordan	0.19	0.243
A spokesperson for the local employees	South Africa	United States	-0.75	0.000
		Germany	-0.45	0.090
		Spain	0.05	0.745
		France	-0.29	0.342
		Jordan	0.24	0.189
A spokesperson for the local employees	France	United States	-0.45	0.132
		Germany	-0.16	0.658
		Spain	0.35	0.242
		South Africa	0.29	0.342
		Jordan	0.53	0.082
A spokesperson for the local employees	Jordan	United States	-0.99	0.000
		Germany	-0.69	0.009
		Spain	-0.19	0.243
		South Africa	-0.24	0.189
		France	-0.53	0.082

Leadership across Differences

A spokesperson for the immigr	United States	Germany	0.45	0.089
		Spain	0.70	0.000
		South Africa	0.53	0.003
		France	0.31	0.315
		Jordan	0.75	0.000
A spokesperson for the immigr	Germany	United States	-0.45	0.089
		Spain	0.25	0.342
		South Africa	0.07	0.789
		France	-0.14	0.702
		Jordan	0.30	0.270
A spokesperson for the immigr	Spain	United States	-0.70	0.000
		Germany	-0.25	0.342
		South Africa	-0.17	0.303
		France	-0.39	0.200
		Jordan	0.05	0.742
A spokesperson for the immigr	South Africa	United States	-0.53	0.003
		Germany	-0.07	0.789
		Spain	0.17	0.303
		France	-0.22	0.495
		Jordan	0.23	0.227
A spokesperson for the immigr	France	United States	-0.31	0.315
		Germany	0.14	0.702
		Spain	0.39	0.200
		South Africa	0.22	0.495
		Jordan	0.44	0.160
A spokesperson for the immigr	Jordan	United States	-0.75	0.000
		Germany	-0.30	0.270
		Spain	-0.05	0.742
		South Africa	-0.23	0.227
		France	-0.44	0.160
Others in the department	United States	Germany	-0.60	0.010
		Spain	0.14	0.294
		South Africa	0.01	0.958
		France	-0.30	0.281
		Jordan	-0.05	0.743
Others in the department	Germany	United States	0.60	0.010
		Spain	0.75	0.001
		South Africa	0.61	0.012
		France	0.30	0.365
		Jordan	0.55	0.022
Others in the department	Spain	United States	-0.14	0.294
		Germany	-0.75	0.001

Leadership across Differences

		South Africa	-0.13	0.366
		France	-0.44	0.106
		Jordan	-0.19	0.186
Others in the department	South Africa	United States	-0.01	0.958
		Germany	-0.61	0.012
		Spain	0.13	0.366
		France	-0.31	0.279
		Jordan	-0.06	0.722
Others in the department	France	United States	0.30	0.281
		Germany	-0.30	0.365
		Spain	0.44	0.106
		South Africa	0.31	0.279
		Jordan	0.25	0.380
Others in the department	Jordan	United States	0.05	0.743
		Germany	-0.55	0.022
		Spain	0.19	0.186
		South Africa	0.65	0.722
		France	-0.25	0.380
The union	United States	Germany	-0.36	0.163
		Spain	0.52	0.000
		South Africa	0.19	0.265
		France	-0.41	0.161
		Jordan	0.01	0.955
The union	Germany	United States	0.36	0.163
		Spain	0.88	0.000
		South Africa	0.55	0.039
		France	-0.05	0.879
		Jordan	0.37	0.162
The union	Spain	United States	-0.52	0.000
		Germany	-0.88	0.000
		South Africa	-0.33	0.038
		France	-0.93	0.001
		Jordan	-0.51	0.001
The union	South Africa	United States	-0.19	0.265
		Germany	-0.55	0.039
		Spain	0.33	0.038
		France	-0.60	0.046
		Jordan	-0.18	0.315
The union	France	United States	0.41	0.161
		Germany	0.05	0.879
		Spain	0.93	0.001
		South Africa	0.60	0.046
		Jordan	0.42	0.159

Leadership across Differences

The union	Jordan	United States	-0.01	0.955
		Germany	-0.37	0.162
		Spain	0.51	0.001
		South Africa	0.18	0.315
		France	-0.42	0.159
An external consultant	United States	Germany	-0.10	0.665
		Spain	-0.26	0.056
		South Africa	-0.25	0.124
		France	-0.11	0.688
		Jordan	-0.42	0.007
An external consultant	Germany	United States	0.10	0.665
		Spain	-0.16	0.488
		South Africa	-0.14	0.560
		France	-0.01	0.981
		Jordan	-0.32	0.191
An external consultant	Spain	United States	0.25	0.056
		Germany	0.16	0.488
		South Africa	0.02	0.908
		France	0.15	0.573
		Jordan	-0.16	0.284
An external consultant	South Africa	United States	0.25	0.124
		Germany	0.14	0.560
		Spain	-0.02	0.908
		France	0.14	0.633
		Jordan	-0.18	0.297
An external consultant	France	United States	0.11	0.688
		Germany	0.01	0.981
		Spain	-0.15	0.573
		South Africa	-0.14	0.633
		Jordan	-0.31	0.270
An external consultant	Jordan	United States	0.42	0.007
		Germany	0.32	0.191
		Spain	0.16	0.284
		South Africa	0.18	0.297
		France	0.31	0.270
The government	United States	Germany	-0.28	0.149
		Spain	0.13	0.236
		South Africa	0.12	0.347
		France	-0.03	0.906
		Jordan	0.54	0.000
The government	Germany	United States	0.28	0.149
		Spain	0.41	0.030

Leadership across Differences

		South Africa	0.40	0.045
		France	0.25	0.348
		Jordan	0.82	0.000
The government	Spain	United States	-0.13	0.236
		Germany	-0.41	0.030
		South Africa	-0.01	0.933
		France	-0.16	0.471
		Jordan	0.41	0.001
The government	South Africa	United States	-0.12	0.347
		Germany	-0.40	0.045
		Spain	0.01	0.933
		France	-0.15	0.519
		Jordan	0.42	0.002
The government	France	United States	0.03	0.906
		Germany	-0.25	0.348
		Spain	0.16	0.471
		South Africa	0.15	0.519
		Jordan	0.57	0.012
The government	Jordan	United States	-0.54	0.000
		Germany	-0.82	0.000
		Spain	-0.41	0.001
		South Africa	-0.42	0.002
		France	-0.57	0.012
An advocacy group	United States	Germany	0.10	0.637
		Spain	0.27	0.028
		South Africa	-0.16	0.276
		France	-0.45	0.071
		Jordan	0.33	0.021
An advocacy group	Germany	United States	-0.10	0.637
		Spain	0.17	0.417
		South Africa	-0.26	0.247
		France	-0.55	0.068
		Jordan	0.22	0.313
An advocacy group	Spain	United States	-0.27	0.028
		Germany	-0.17	0.417
		South Africa	-0.43	0.002
		France	-0.72	0.003
		Jordan	0.05	0.693
An advocacy group	South Africa	United States	0.16	0.276
		Germany	0.26	0.247
		Spain	0.43	0.002
		France	-0.29	0.251
		Jordan	0.48	0.002

Leadership across Differences

An advocacy group	France	United States	0.45	0.071
		Germany	0.55	0.068
		Spain	0.72	0.003
		South Africa	0.29	0.251
		Jordan	0.78	0.002
An advocacy group	Jordan	United States	-0.33	0.021
		Germany	-0.22	0.313
		Spain	-0.05	0.693
		South Africa	-0.48	0.002
		France	-0.78	0.002
A professional organization for food processing employees	United States	Germany	0.11	0.628
		Spain	-0.03	0.790
		South Africa	0.04	0.785
		France	-0.54	0.039
		Jordan	0.83	0.000
A professional organization for food processing employees	Germany	United States	-0.11	0.628
		Spain	-0.14	0.512
		South Africa	-0.07	0.771
		France	-0.65	0.040
		Jordan	0.72	0.002
A professional organization for food processing employees	Spain	United States	0.03	0.790
		Germany	0.14	0.512
		South Africa	0.08	0.593
		France	-0.51	0.049
		Jordan	0.86	0.000
A professional organization for food processing employees	South Africa	United States	-0.04	0.785
		Germany	0.07	0.771
		Spain	-0.08	0.593
		France	-0.58	0.030
		Jordan	0.78	0.000
A professional organization for food processing employees	France	United States	0.54	0.039
		Germany	0.65	0.040
		Spain	0.51	0.049
		South Africa	0.58	0.030
		Jordan	1.37	0.000
A professional organization for food processing employees	Jordan	United States	-0.83	0.000
		Germany	-0.72	0.002
		Spain	-0.86	0.000

Leadership across Differences

		South Africa	-0.78	0.000
		France	-1.37	0.000
Respected community leaders	United States	Germany	-0.48	0.040
		Spain	0.22	0.099
		South Africa	-0.03	0.867
		France	0.64	0.019
		Jordan	0.54	0.000
Respected community leaders	Germany	United States	0.48	0.040
		Spain	0.70	0.002
		South Africa	0.45	0.060
		France	1.11	0.001
		Jordan	1.02	0.000
Respected community leaders	Spain	United States	-0.22	0.099
		Germany	-0.70	0.002
		South Africa	-0.25	0.092
		France	0.41	0.119
		Jordan	0.32	0.028
Respected community leaders	South Africa	United States	0.03	0.867
		Germany	-0.45	0.060
		Spain	0.25	0.092
		France	0.66	0.017
		Jordan	0.57	0.001
Respected community leaders	France	United States	-0.64	0.019
		Germany	-1.11	0.001
		Spain	-0.41	0.119
		South Africa	-0.66	0.017
		Jordan	-0.10	0.726
Respected community leaders	Jordan	United States	-0.54	0.000
		Germany	-1.02	0.000
		Spain	-0.32	0.028
		South Africa	-0.57	0.001
		France	0.10	0.726
A mediator	United States	Germany	-0.05	0.848
		Spain	0.15	0.342
		South Africa	0.19	0.286
		France	0.46	0.149
		Jordan	-0.10	0.589
A mediator	Germany	United States	0.05	0.848
		Spain	0.20	0.445
		South Africa	0.25	0.378
		France	0.52	0.180
		Jordan	-0.05	0.870

Leadership across Differences

A mediator	Spain	United States	-0.15	0.342
		Germany	-0.20	0.445
		South Africa	0.04	0.794
		France	0.31	0.318
		Jordan	-0.25	0.144
A mediator	South Africa	United States	-0.19	0.286
		Germany	-0.25	0.378
		Spain	-0.04	0.794
		France	0.27	0.411
		Jordan	-0.29	0.129
A mediator	France	United States	-0.46	0.149
		Germany	-0.52	0.180
		Spain	-0.31	0.318
		South Africa	-0.27	0.411
		Jordan	-0.56	0.086
A mediator	Jordan	United States	0.10	0.589
		Germany	0.65	0.870
		Spain	0.25	0.144
		South Africa	0.29	0.129
		France	0.56	0.086
The board	United States	Germany	-0.60	0.020
		Spain	0.16	0.271
		South Africa	0.07	0.705
		France	1.34	0.000
		Jordan	1.05	0.000
The board	Germany	United States	0.60	0.020
		Spain	0.76	0.002
		South Africa	0.66	0.012
		France	1.94	0.000
		Jordan	1.65	0.000
The board	Spain	United States	-0.16	0.271
		Germany	-0.76	0.002
		South Africa	-0.10	0.543
		France	1.18	0.000
		Jordan	0.89	0.000
The board	South Africa	United States	-0.07	0.705
		Germany	-0.66	0.012
		Spain	0.10	0.543
		France	1.28	0.000
		Jordan	0.98	0.000
The board	France	United States	-1.34	0.000
		Germany	-1.94	0.000
		Spain	-1.18	0.000

Leadership across Differences

		South Africa	-1.28	0.000
		Jordan	-0.29	0.333
The board	Jordan	United States	-1.05	0.000
		Germany	-1.65	0.000
		Spain	-0.89	0.000
		South Africa	-0.98	0.000
		France	0.29	0.333
The English speaking employees	United States	Germany	-0.42	0.120
		Spain	0.01	0.950
		South Africa	-0.24	0.185
		France	-0.36	0.261
		Jordan	-0.04	0.832
The English speaking employee	Germany	United States	0.42	0.120
		Spain	0.43	0.102
		South Africa	0.18	0.520
		France	0.06	0.875
		Jordan	0.33	0.168
The English speaking employee	Spain	United States	-0.01	0.950
		Germany	-0.43	0.102
		South Africa	-0.25	0.142
		France	-0.37	0.239
		Jordan	-0.05	0.776
The English speaking employee	South Africa	United States	0.24	0.185
		Germany	-0.18	0.520
		Spain	0.25	0.142
		France	-0.12	0.716
		Jordan	0.20	0.291
The English speaking employee	France	United States	0.36	0.261
		Germany	-0.06	0.875
		Spain	0.37	0.239
		South Africa	0.12	0.716
		Jordan	0.32	0.323
The English speaking employee	Jordan	United States	0.04	0.832
		Germany	-0.39	0.168
		Spain	0.05	0.776
		South Africa	-0.20	0.291
		France	-0.32	0.323
The non-English speaking employees	United States	Germany	-0.35	0.210
		Spain	0.00	0.982
		South Africa	-0.57	0.002
		France	-0.39	0.225
		Jordan	-0.25	0.178

Leadership across Differences

The non-English speaking employees	Germany	United States	0.35	0.210
		Spain	0.35	0.193
		South Africa	-0.22	0.432
		France	-0.04	0.910
		Jordan	0.10	0.723
The non-English speaking employees	Spain	United States	0.00	0.982
		Germany	-0.35	0.193
		South Africa	-0.57	0.001
		France	-0.39	0.211
		Jordan	-0.25	0.144
The non-English speaking employees	South Africa	United States	0.57	0.002
		Germany	0.22	0.432
		Spain	0.57	0.001
		France	0.18	0.583
		Jordan	0.32	0.097
The non-English speaking employees	France	United States	0.39	0.225
		Germany	0.04	0.910
		Spain	0.39	0.211
		South Africa	-0.18	0.583
		Jordan	0.14	0.660
The non-English speaking employees	Jordan	United States	0.25	0.178
		Germany	-0.10	0.723
		Spain	0.25	0.144
		South Africa	-0.32	0.097
		France	-0.14	0.660
The individuals directly involved in the situation	United States	Germany	0.15	0.461
		Spain	-0.05	0.684
		South Africa	0.18	0.185
		France	0.00	0.998
		Jordan	-0.25	0.065
The individuals directly involved in the situation	Germany	United States	-0.15	0.461
		Spain	-0.20	0.317
		South Africa	0.03	0.880
		France	-0.15	0.605
		Jordan	-0.41	0.055
The individuals directly involved in the situation	Spain	United States	0.05	0.684
		Germany	0.20	0.317
		South Africa	0.23	0.074

Leadership across Differences

	France	0.05	0.837
	Jordan	-0.20	0.111
The individuals directly involved in the situation	United States	-0.18	0.185
	Germany	-0.03	0.880
	Spain	-0.23	0.074
	France	-0.18	0.462
	Jordan	-0.44	0.003
The individuals directly involved in the situation	United States	0.00	0.998
	Germany	0.15	0.605
	Spain	-0.05	0.837
	South Africa	0.18	0.462
	Jordan	-0.25	0.307
The individuals directly involved in the situation	United States	0.25	0.065
	Germany	0.41	0.055
	Spain	0.20	0.111
	South Africa	0.44	0.003
	France	0.25	0.307
A respected religious leader	United States	-0.19	0.357
	Germany	0.06	0.628
	Spain	-0.09	0.516
	France	-0.04	0.882
	Jordan	0.81	0.000
A respected religious leader	Germany	0.19	0.357
	United States	0.25	0.218
	Spain	0.10	0.638
	France	0.16	0.593
	Jordan	1.01	0.000
A respected religious leader	Spain	-0.06	0.628
	United States	-0.25	0.218
	Germany	-0.15	0.258
	France	-0.10	0.692
	Jordan	0.75	0.000
A respected religious leader	South Africa	0.09	0.516
	United States	-0.10	0.638
	Germany	0.15	0.258
	France	0.06	0.824
	Jordan	0.90	0.000
A respected religious leader	France	0.04	0.882
	United States	-0.16	0.593
	Germany	0.10	0.692
	Spain	-0.06	0.824

Leadership across Differences

	Jordan	0.85	0.001
A respected religious leader Jordan	United States	-0.81	0.000
	Germany	-1.01	0.000
	Spain	-0.75	0.000
	South Africa	-0.90	0.000
	France	-0.85	0.001
A lawyer, legal office, or legal counsel United States	Germany	-0.83	0.000
	Spain	-0.65	0.000
	South Africa	-0.57	0.000
	France	-0.56	0.026
	Jordan	-0.49	0.001
A lawyer, legal office, or legal counsel Germany	United States	0.83	0.000
	Spain	0.18	0.397
	South Africa	0.26	0.248
	France	0.27	0.373
	Jordan	0.34	0.130
A lawyer, legal office, or legal counsel Spain	United States	0.65	0.000
	Germany	-0.18	0.397
	South Africa	0.08	0.560
	France	0.09	0.712
	Jordan	0.16	0.237
A lawyer, legal office, or legal counsel South Africa	United States	0.57	0.000
	Germany	-0.26	0.248
	Spain	-0.08	0.560
	France	0.01	0.966
	Jordan	0.08	0.604
A lawyer, legal office, or legal counsel France	United States	0.56	0.026
	Germany	-0.27	0.373
	Spain	-0.09	0.712
	South Africa	-0.01	0.966
	Jordan	0.07	0.789
A lawyer, legal office, or legal counsel Jordan	United States	0.49	0.001
	Germany	-0.34	0.130
	Spain	-0.16	0.237
	South Africa	-0.08	0.604
	France	-0.07	0.789

Note. Only participants from the United States, Germany, Spain, South Africa, France, and Jordan responded to these questions.

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APPENDIX A. LONG VERSION OF THE SURVEY

Leadership across Differences Questionnaire

This questionnaire asks you to consider four hypothetical situations describing tension in organizations. These scenarios represent the types of events that often occur in organizations. They deal with tension between groups stemming from differences due to gender, religion, race, and immigrant status. You are asked to evaluate a variety of possible actions for addressing the situation in the organization.

Your answers will contribute toward a study that will be conducted in organizations in North Carolina and other locations around the world. The purpose of the study is to gain a clearer idea of which actions are endorsed most strongly in different countries.

Because this questionnaire is being used in many different organizations around the world, you will find the list of possible actions is quite varied. We are not recommending one of these actions over another. We are simply asking you to indicate the extent to which you believe that these actions might help to remedy the situation. There are no right or wrong answers. Please answer these questions as best you can.

The results of the study will be used to help people from different backgrounds and traditions work more effectively together. Thank you for helping us with this important task.

Situation 1

Part 1.1: The Situation

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions and record your responses on the answer sheet.

The Situation:

At a charitable institution in your city, a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.

Please answer the next questions in response to this situation.

1. How serious do you think this situation could become for the charitable institution? Choose one.
 - a. Not very serious
 - b. Possibly serious
 - c. Very serious
2. Please tell us if you think any action should be taken? Choose one.
 - a. No action is needed
 - b. Possibly take action
 - c. Definitely take action
3. If you chose, "No action is needed", please tell us why.

Part 1.2: Possible Actions

On this page and the next, you will find a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.

Note: At the end of this section, you will have the opportunity to suggest additional action that we have not yet covered.

The Situation: At a charitable institution in your city, a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
4. Conduct an investigation to identify the men making the suggestive comments.	1	2	3	4	5
5. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
6. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
7. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
8. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
9. Let the situation play itself out; do nothing.	1	2	3	4	5
10. Encourage anyone who is bothered by the men's comments to transfer to another part of the organization.	1	2	3	4	5
11. Punish anyone who disrupts the work in response to the rumors.	1	2	3	4	5
12. Work with the men and women to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
13. Encourage debate and discussion about what happened.	1	2	3	4	5
14. Discourage women from expressing dissatisfaction with the situation.	1	2	3	4	5
15. Ask co-workers of the women who are upset to try to get them to calm down.	1	2	3	4	5
16. Redesign the work so that men and women will no longer have to interact with one another.	1	2	3	4	5
17. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
18. Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	1	2	3	4	5
19. Insist that the men in the department apologize to the women.	1	2	3	4	5
20. Take legal action against these men immediately.	1	2	3	4	5

Leadership across Differences

21. Apologize to those women who were offended.	1	2	3	4	5
22. Appoint a qualified woman to a supervisory job.	1	2	3	4	5
23. Initiate team-building exercises for men and women.	1	2	3	4	5
24. Initiate coaching for the men in this department.	1	2	3	4	5
25. Develop a policy that threatens anyone with immediate termination for making suggestive comments or inappropriate touching.	1	2	3	4	5
26. Establish an independent office to handle such incidents.	1	2	3	4	5
27. Stop hiring so many women.	1	2	3	4	5
28. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
29. Hold training programs to teach men and women how to show respect to one another in the workplace.	1	2	3	4	5
30. Acknowledge the women's grievances.	1	2	3	4	5
The Situation: At a charitable institution in your city, a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.					
Impact this action could have on this situation now or on similar issues in the future.					
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
31. Redesign the work so that men and women are working together on important tasks that require cooperation.	1	2	3	4	5
32. Organize more meetings and social gatherings so that men and women can get to know one another as individuals.	1	2	3	4	5
33. Showcase areas of the organization where men and women are working well together.	1	2	3	4	5
34. Establish a reward system for high-performing work groups where differences between men and women don't get in the way.	1	2	3	4	5
35. Make sure that all supervisors and managers are treating both women and men with respect on a daily basis.	1	2	3	4	5
36. Develop policies and procedures to insure that men and women are treated equally.	1	2	3	4	5
37. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
38. Privately warn the men that this is unacceptable behavior.	1	2	3	4	5
39. Educate employees that making suggestive comments is unacceptable in the workplace.	1	2	3	4	5

40. If there is an action that you think should be taken that we have not listed, please describe it in the space provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

Part 1.3: Who, If Anyone, Should Be Involved?

To what extent would you involve each party in addressing the situation?					
The Situation: At a charitable institution in your city a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.					
	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
41. Human resources	1	2	3	4	5
42. Senior executives	1	2	3	4	5
43. Immediate supervisor(s)	1	2	3	4	5
44. A spokesperson for the men	1	2	3	4	5
45. A spokesperson for the women	1	2	3	4	5
46. Others in the department or the organization	1	2	3	4	5
47. The union	1	2	3	4	5
48. An external consultant	1	2	3	4	5
49. The government	1	2	3	4	5
50. An advocacy group	1	2	3	4	5
51. A professional organization for employees	1	2	3	4	5

To what extent would you involve each party in addressing the situation?					
The Situation: At a charitable institution in your city a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institution also know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
52. Respected community leaders	1	2	3	4	5
53. A mediator	1	2	3	4	5
54. The board	1	2	3	4	5
55. The men in the department	1	2	3	4	5
56. The women in the department	1	2	3	4	5
57. The individuals directly involved in the situation	1	2	3	4	5
58. A respected religious leader	1	2	3	4	5
59. A lawyer, legal office, or legal counsel	1	2	3	4	5
60. Other (name the party): _____	1	2	3	4	5

Situation 2

Part 2.1: The Situation

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.

The Situation:

An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.

Please answer the next questions in response to this situation.

61. How serious do you think this situation could become for the financial institution? Choose one.

- a. Not very serious b. Possibly serious c. Very serious

62. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed b. Possibly take action c. Definitely take action

63. If you chose, "No action is needed," please tell us why.

Part 2.2: Possible Actions

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.

- You personally have the opportunity, skills, and authority to take the actions described.

Note: We have left a place on the answer sheet for you to write in any other action(s) that you think should be taken that we have failed to include in the list.

The Situation: An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
64. Conduct an investigation to identify the people who are creating the tension.	1	2	3	4	5
65. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
66. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
67. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
68. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
69. Let the situation play itself out; do nothing.	1	2	3	4	5
70. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
71. Punish anyone who disrupts the work because of this situation.	1	2	3	4	5
72. Work with members of different religious groups to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
73. Encourage debate and discussion about what happened.	1	2	3	4	5
74. Discourage those who are disgruntled from expressing dissatisfaction with the situation.	1	2	3	4	5
75. Ask coworkers of the religious group members who are upset to try to get them to calm down.	1	2	3	4	5
76. Redesign the work so that members of different religious groups will no longer have to interact with one another.	1	2	3	4	5
77. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
78. Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	1	2	3	4	5
79. Insist that this person apologize to those who received the e-mail.	1	2	3	4	5
80. Take legal action against the person who sent the e-mail immediately.	1	2	3	4	5

Leadership across Differences

81. Apologize to those who were offended.	1	2	3	4	5
82. Appoint a qualified person from this woman's religious group to a supervisory job.	1	2	3	4	5
83. Initiate team-building exercises for members of different religious groups.	1	2	3	4	5
84. Initiate coaching for the woman who sent the e-mail.	1	2	3	4	5
85. Develop a policy that threatens anyone with immediate termination for proselytizing.	1	2	3	4	5
86. Establish an independent office to handle such incidents.	1	2	3	4	5
87. Stop hiring so many people from this woman's religious group.	1	2	3	4	5
88. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
89. Hold training programs to teach members of different religious groups how to show respect to one another in the workplace.	1	2	3	4	5
90. Acknowledge the grievances of those who were offended.	1	2	3	4	5
The Situation: An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
91. Redesign the work so that members of different religious groups are working together on important tasks that require cooperation.	1	2	3	4	5
92. Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals.	1	2	3	4	5
93. Showcase areas of the organization where members of different religious groups work together effectively.	1	2	3	4	5
94. Establish a reward system for high-performing work groups where differences between religious groups don't get in the way.	1	2	3	4	5
95. Make sure that all supervisors and managers are treating people from all religious groups with respect on a daily basis.	1	2	3	4	5
96. Develop policies and procedures to insure that all religious groups are treated equally.	1	2	3	4	5
97. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
98. Privately warn the woman who sent the e-mail that this is unacceptable behavior.	1	2	3	4	5
99. Educate employees that religious proselytizing is unacceptable behavior in the workplace.	1	2	3	4	5

100. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

Part 2.3: Who, If Anyone, Should Be Involved?

To what extent would you involve each party in addressing the situation?					
The Situation: An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
101. Human resources	1	2	3	4	5
102. Senior executives	1	2	3	4	5
103. Immediate supervisor(s)	1	2	3	4	5
104. A spokesperson for the religious group of the person who sent the e-mail	1	2	3	4	5
105. A spokesperson for the other religious groups	1	2	3	4	5
106. Others in the organization	1	2	3	4	5
107. The union	1	2	3	4	5
108. An external consultant	1	2	3	4	5
109. The government	1	2	3	4	5
110. An advocacy group	1	2	3	4	5
111. A professional organization for these workers	1	2	3	4	5
112. Respected community leaders	1	2	3	4	5

113. A mediator	1	2	3	4	5
To what extent would you involve each party in addressing the situation?					
The Situation: An administrative employee working for a financial institution sends out a routine e-mail to the entire organization announcing a change in the cafeteria hours for the following week. After her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religious groups as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
114. The board	1	2	3	4	5
115. The employees with religious background different from the person who sent the e-mail	1	2	3	4	5
116. The employees who share the same religion as the person who sent the e-mail	1	2	3	4	5
117. The individuals directly involved in the situation	1	2	3	4	5
118. A respected religious leader	1	2	3	4	5
119. A lawyer, legal office, or legal counsel	1	2	3	4	5
120. Other (name the party): _____	1	2	3	4	5

Situation 3

Part 3.1: The Situation

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.

The Situation:

Tom, a manager at the ABC power plant, has reached his 20th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of their racial background. The story starts to spread in the organization.

Please answer the next questions in response to this situation.

121. How serious do you think this situation could become for the power plant? Choose one.

- a. Not very serious b. Possibly serious c. Very serious

122. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed b. Possibly take action c. Definitely take action

123. If you chose, "No action is needed", please tell us why.

Part 3.2: Possible Actions

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation. **Imagine that you are a manager in the organization described and that you are authorized to deal with this situation.** Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.

Leadership across Differences

- You personally have the opportunity, skills, and authority to take the actions described.

The Situation: Tom, a manager at the ABC power plant has reached his 20th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of the racial background. The story starts to spread in the organization.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
124. Conduct an investigation to identify why John was not invited to this event.	1	2	3	4	5
125. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
126. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
127. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
128. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
129. Let the situation play itself out; do nothing.	1	2	3	4	5
130. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
131. Punish anyone who disrupts the work in response to the gossip.	1	2	3	4	5
132. Work with members of different racial groups to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
133. Encourage debate and discussion about what happened.	1	2	3	4	5
134. Discourage John and other members of his racial group from expressing dissatisfaction with what happened.	1	2	3	4	5
135. Ask some of John's co-workers to try to get everyone to calm down.	1	2	3	4	5
136. Redesign the work so that members of different racial groups will no longer have to interact with one another.	1	2	3	4	5
137. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
138. Provide individuals with a regular opportunity to learn more about the feelings, history, and customs of those who are different from them.	1	2	3	4	5
139. Insist that whomever left John out apologize to John.	1	2	3	4	5
140. Take legal action against whomever left John out.	1	2	3	4	5
141. Apologize to those who were offended.	1	2	3	4	5
142. Appoint a qualified person from John's racial group to a supervisory job.	1	2	3	4	5

Leadership across Differences

143. Initiate team-building exercises for the members of Tom's and John's respective racial groups.	1	2	3	4	5
144. Initiate coaching for whomever organized the party.	1	2	3	4	5
145. Develop a policy that threatens anyone with immediate termination for excluding certain employees from company-sponsored events.	1	2	3	4	5
146. Establish an independent office to handle such incidents.	1	2	3	4	5
147. Stop hiring so many people from John's racial group.	1	2	3	4	5
148. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
The Situation: Tom, a manager at the ABC power plant has reached his 20th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of the racial background. The story starts to spread in the organization.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
149. Hold training programs to teach people from different racial groups how to show respect to one another in the workplace.	1	2	3	4	5
150. Acknowledge the grievances of the members of John's racial group.	1	2	3	4	5
151. Redesign the work so that people from different racial groups are working together on important tasks that require cooperation.	1	2	3	4	5
152. Organize more meetings and social gatherings so that people from different racial groups can get to know one another as individuals.	1	2	3	4	5
153. Showcase areas of the organization where people from different racial groups work together effectively.	1	2	3	4	5
154. Establish a reward system for high-performing work groups where differences between racial groups don't get in the way.	1	2	3	4	5
155. Make sure that all supervisors and managers are treating people from all racial groups with respect on a daily basis.	1	2	3	4	5
156. Develop policies and procedures to insure that members of different racial groups are treated equally.	1	2	3	4	5
157. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5
158. Privately warn the organizer of the party that this is unacceptable behavior.	1	2	3	4	5

159. Educate employees that excluding people on the basis of race or ethnicity/ethnic background is unacceptable behavior in the workplace.	1	2	3	4	5

160. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

Part 3.3: Who, If Anyone, Should Be Involved?

To what extent would you involve each party in addressing the situation?					
The Situation: Tom, a manager at the ABC power plant has reached his 20 th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of the racial background. The story starts to spread in the organization.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
161. Human resources	1	2	3	4	5
162. Senior executives	1	2	3	4	5
163. Immediate supervisor(s)	1	2	3	4	5
164. A spokesperson for Tom's racial group	1	2	3	4	5
165. A spokesperson for John's racial group	1	2	3	4	5
166. Others in the organization	1	2	3	4	5
167. The union	1	2	3	4	5
168. An external consultant	1	2	3	4	5
169. The government	1	2	3	4	5
170. An advocacy group	1	2	3	4	5

To what extent would you involve each party in addressing the situation?					
The Situation: Tom, a manager at the ABC power plant has reached his 20 th anniversary with the company. To show its appreciation for his long and distinctive service, the company invites many of Tom's co-workers to a dinner in a fine restaurant. However, John, a co-worker from a different racial group than Tom, is not invited to this celebration. When John hears about the dinner, he grows resentful. He tells his friends at work the following day. They are of the same racial group as John and they feel that this event insulted all of them and the other ABC employees of the racial background. The story starts to spread in the organization.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
171. A professional organization for the power plant employees	1	2	3	4	5
172. Respected community leaders	1	2	3	4	5
173. A mediator	1	2	3	4	5
174. The board	1	2	3	4	5
175. Tom and other members of his racial group	1	2	3	4	5
176. John and other members of his racial group	1	2	3	4	5
177. The individuals directly involved in the situation	1	2	3	4	5
178. A respected religious leader	1	2	3	4	5
179. A lawyer, legal office, or legal counsel	1	2	3	4	5
180. Other (name the party): _____	1	2	3	4	5

Situation 4

Part 4.1: The Situation

Please read the situation described below. Imagine you are a manager in the organization described and have been authorized to deal with this situation. Then answer the questions, recording your responses on the answer sheet.

The Situation:

A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a policy that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing.

Please answer the next questions in response to this situation.

181. How serious do you think this situation could become for the food processing company? Choose one.

- a. Not very serious b. Possibly serious c. Very serious

182. Please tell us if you think any action should be taken? Choose one.

- a. No action is needed b. Possibly take action c. Definitely take action

183. If you chose, "No action is needed", please tell us why. **(Please use space available in separate answer sheet booklet).**

Part 4.2: Possible Actions

This page and the next one contain a list of possible actions that individuals or groups could take to address the situation.

Imagine that you are a manager in the organization described and that you are authorized to deal with this situation. Please rate these possible actions on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume

- You know the organization well.

Leadership across Differences

- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.

Note: We have left a place on the answer sheet for you to write in any other action(s) that you think should be taken that we have failed to include in the list.

The Situation: A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a rule that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing. The local employee becomes very angry. He thinks that they are laughing at him. This is the straw that breaks the camel's back. The local employee tells his friends what happened and one of them complains to the manager.	Impact this action could have on this situation now or on similar issues in the future.				
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
184. Conduct an investigation to determine exactly what happened.	1	2	3	4	5
185. Establish a task force to make recommendations for addressing the situation.	1	2	3	4	5
186. Call a meeting of the parties involved to get the facts.	1	2	3	4	5
187. Talk informally to a few people to find out more about what is going on.	1	2	3	4	5
188. Unify employees by reminding them of the shared goals of the organization.	1	2	3	4	5
189. Let the situation play itself out; do nothing.	1	2	3	4	5
190. Encourage anyone who is bothered by the situation to transfer to another part of the organization.	1	2	3	4	5
191. Punish anyone who disrupts the work in the aftermath of this situation.	1	2	3	4	5
192. Work with members of different nationality groups to surface the differences so that they can better understand one another's point of view.	1	2	3	4	5
193. Encourage debate and discussion about what happened.	1	2	3	4	5
194. Discourage the immigrants from expressing dissatisfaction with the English-only policy.	1	2	3	4	5
195. Ask co-workers of the upset employees to try to get them to calm down.	1	2	3	4	5
196. Redesign the work so that the different nationality groups will no longer have to interact with one another.	1	2	3	4	5
197. Direct employees to stop the gossip and informal conversations.	1	2	3	4	5
198. Provide individuals with a regular opportunity to learn more about the feelings, history and customs of those who are different from them.	1	2	3	4	5

Leadership across Differences

199. Insist that the immigrants apologize to those who were offended.	1	2	3	4	5
200. Take legal action against those who do not follow the language policies.	1	2	3	4	5
201. Apologize to the employees who were offended.	1	2	3	4	5
202. Appoint a qualified person from the immigrant group to a supervisory job.	1	2	3	4	5
203. Initiate team-building exercises for members of different nationality groups.	1	2	3	4	5
204. Initiate coaching for the local employees.	1	2	3	4	5
205. Develop a policy that threatens anyone with immediate termination for violating the English-only policy.	1	2	3	4	5
206. Establish an independent office to handle such incidents.	1	2	3	4	5
207. Stop hiring so many immigrants.	1	2	3	4	5
208. Conduct a best practices survey to develop recommendations based on what other organizations do.	1	2	3	4	5
209. Hold training programs to teach members of different nationality groups how to show respect to one another in the workplace.	1	2	3	4	5
The Situation: A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a rule that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing. The local employee becomes very angry. He thinks that they are laughing at him. This is the straw that breaks the camel's back. The local employee tells his friends what happened and one of them complains to the manager.					
Impact this action could have on this situation now or on similar issues in the future.					
	Very helpful	Somewhat helpful	Neither helpful nor harmful	Somewhat harmful	Very harmful
210. Acknowledge the local employee's grievances.	1	2	3	4	5
211. Redesign the work so that people from different nationality groups are working together on important tasks that require cooperation.	1	2	3	4	5
212. Organize more meetings and social gatherings so that members of different nationality groups can get to know one another as individuals.	1	2	3	4	5
213. Showcase areas of the organization where different nationality groups work together effectively.	1	2	3	4	5
214. Establish a reward system for high-performing work groups where differences between nationality groups don't get in the way.	1	2	3	4	5
215. Make sure that all supervisors and managers are treating members of all nationality groups with respect on a daily basis.	1	2	3	4	5
216. Develop policies and procedures to insure that all nationality groups are treated equally.	1	2	3	4	5
217. Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization.	1	2	3	4	5

Leadership across Differences

218. Privately warn the immigrant workers that this is unacceptable behavior.	1	2	3	4	5
219. Educate employees that speaking any language other than English is unacceptable behavior in the workplace.	1	2	3	4	5

220. If there is an action that you think should be taken that we have not listed, please describe it on the separate answer sheet and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

Part 4.3: Who, If Anyone, Should Be Involved?

To what extent would you involve each party in addressing the situation?					
The Situation: A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing company, primarily in low wage entry-level jobs. In this company there is a rule that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing. The local employee becomes very angry. He thinks that they are laughing at him. This is the straw that breaks the camel's back. The local employee tells his friends what happened and one of them complains to the manager.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
	1	2	3	4	5
221. Human resources	1	2	3	4	5
222. Senior executives	1	2	3	4	5
223. Immediate supervisor(s)	1	2	3	4	5
224. A spokesperson for the local employees	1	2	3	4	5
225. A spokesperson for the immigrants	1	2	3	4	5
226. Others in the department	1	2	3	4	5
227. The union	1	2	3	4	5
228. An external consultant	1	2	3	4	5
229. The government	1	2	3	4	5
230. An advocacy group	1	2	3	4	5
231. A professional organization for food processing employees	1	2	3	4	5
232. Respected community leaders	1	2	3	4	5

To what extent would you involve each party in addressing the situation?					
The Situation: A number of immigrants are living in your city. Most of them get along fine but there is always some tension between the immigrants and the local people. Many of the immigrants are employed by a local food processing concern, primarily in low wage entry-level jobs. In this company there is a rule that all employees must speak English. Nonetheless, most of the immigrant workers speak their native language anyway. One day, one of the local employees walks past a group of the immigrants who are sitting around talking. Just as he passes them, one of the immigrant workers says something to his friends in his own language and all of them burst out laughing. The local employee becomes very angry. He thinks that they are laughing at him. This is the straw that breaks the camel's back. The local employee tells his friends what happened and one of them complains to the manager.	To a very great extent	To a great extent	To some extent	To a little extent	Not at all
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Background Information

Finally, it would be helpful to have some background information about you.

241. Are you – (choose one)

- a. Male
- b. Female

242. What do you consider to be your home country? _____

243. What is the highest educational level that you have attained?

- a. No formal education
- b. Incomplete primary school
- c. Complete primary school
- d. Incomplete secondary school (technical/vocational type)
- e. Complete secondary school (technical/vocational type)
- f. Incomplete secondary school (university-preparatory type)
- g. Complete secondary school (university-preparatory type)
- h. Some university-level education, without degree
- i. University-level education, with degree

244. Are you an immigrant?

- a. No
- b. Yes

If you answered yes, how long has it been since you immigrated to the country you live in now?

245. Have you worked in any countries other than the current one for more than two years?

- a. No
- b. Yes

If you answered yes, which countries? _____

246. How old are you? _____

247. How long have you worked for this organization? _____

248. When you think about the different levels in your organization, where would you place your current job?

- a. Top level
- b. Management

Leadership across Differences

- c. Professional
- d. First-level supervision
- e. Hourly worker
- f. Clerical
- g. Contractual/temporary

249. Which religious denomination do you belong to, if any?

- a. Bahai Faith
- b. Buddhism
- c. Christianity
- d. Confucianism
- e. Hinduism
- f. Islam
- g. Jainism
- h. Judaism
- i. Shinto
- j. Sikhism
- k. Taoism
- l. Vodun
- m. None/not applicable
- n. Other _____

250. How strong is your identification with your religious group?

- a. Very weak
- b. Weak
- c. Medium
- d. Strong
- e. Very strong

251. What racial or ethnic group do you identify with, if any? _____

252. How strong is your identification with your racial or ethnic group?

- a. Very weak

Leadership across Differences

- b. Weak
- c. Medium
- d. Strong
- e. Very strong

253. Have you ever experienced discrimination on the basis of your race or ethnicity/ethnic background?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

254. Have you ever experienced discrimination on the basis of your gender?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

255. Have you ever experienced discrimination the basis of your religion?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

256. Have you ever experienced discrimination on the basis of your nationality?

- a. Never
- b. Once or twice
- c. A few times
- d. Many times
- e. I am not sure

Leadership across Differences

257. When you think of your close friends, how many are from another country?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

258. When you think of your close friends, how many are of another race or ethnicity/ethnic background?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

259. When you think of your close friends, how many are of another religion?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

260. When you think of your close friends, how many are of the opposite gender?

- a. None
- b. One
- c. Fewer than half
- d. About half
- e. More than half

261. Please rate the extent to which you agree or disagree with the following statement:

I am similar to others in my organization in terms of outlook, perspective, and values.

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree

Leadership across Differences

- d. Agree
- e. Strongly agree

262. Please rate the extent to which you agree or disagree with the following statement:
I am similar to others in my organization in terms of the way we handle problems.

- a. Strongly disagree
- b. Disagree
- c. Neither agree nor disagree
- d. Agree
- e. Strongly agree

The following items refer to your organization and your experiences working there. To what extent...	Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent
263. ...do you comfortably "fit in" as a member of this organization?	1	2	3	4	5
264. ...does your supervisor treat you in a polite manner?	1	2	3	4	5
265. ...do you feel like you're an important and valued member of this organization?	1	2	3	4	5
266. ...do you have to change the way you think and behave when you show up for work each day?	1	2	3	4	5
267. ...does your supervisor treat you with dignity?	1	2	3	4	5
268. ...does your work environment seem hostile?	1	2	3	4	5
269. ...does your supervisor treat you with respect?	1	2	3	4	5
270. ...are all members of the organization treated with respect	1	2	3	4	5

Leadership across Differences

and dignity?					
271. ...would you recommend this organization to someone like yourself as a good place to work?	1	2	3	4	5
272. ...does your supervisor refrain from improper remarks or comments?	1	2	3	4	5

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APPENDIX B. SHORT VERSION OF THE SURVEY

Leadership across Differences Questionnaire

This questionnaire asks you to consider two hypothetical situations describing tension in organizations. These scenarios deal with tension between groups stemming from differences. You are asked to evaluate a variety of possible actions for addressing these situations in the organization.

Your answers will contribute toward a study that will be conducted in organizations around the world. The purpose of the study is to gain a clearer idea of which actions are endorsed most strongly in different countries. Your individual responses will not be shared with anyone except the people on the CCL research team. No one in your organization will have access to your responses.

Because this questionnaire is being used in many different organizations around the world, you will find the list of possible actions quite varied. We are not recommending one of these actions over another. We are simply asking you to indicate the extent to which you believe that these actions might help to remedy the situation. There are no right or wrong answers. Please answer these questions as best you can.

The results of the study will be used to help people from different backgrounds and traditions work more effectively together. We thank you for helping us with this important task.

Situation #1

Part 1.1: The Situation

Please read the situation described **Imagine you are a manager in the organization described and have been authorized to deal with this situation.** Please answer the next questions in response to this situation.

Situation #1:

At a charitable institution in your city, a number of the male employees in one of the departments seem to always be making sexually suggestive remarks and telling offensive jokes to the women, even touching them when they find the women alone. Most of the women in the department know about these men and routinely warn new female employees about the behavior of these men. Some of the women are upset about the situation as it is rumored that a woman who once complained about this behavior was ostracized and finally quit her job. Many people in the rest of the institutional so know about this rumor and what is said to go on in this department. The ability of the men and women to effectively work together increasingly suffers.

	Not very serious	Possibly serious	Very serious
	1	2	3
- 1 How serious do you think this situation could become for the charitable institution?
-
	No action is needed	Possibly take action	Definitely take action
	1	2	3
- 2 Please tell us if you think any action should be taken?
-
	Yes	No	Not sure
	1	2	3
- 3 Do you think action would be taken if a similar situation were to occur in your organization?

Part 1.2: Possible Actions

The next page contains a list of possible actions that individuals or groups could take to address the situation. Imagine that you are the manager in the organization described and that you are authorized to deal with this situation. Please rate these possibilities on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.
- Responses refer to the impact this action could have on this situation or on similar issues in the future.

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Leadership across Differences

The following items refer to **Situation #1**, which you read on the previous page

Very helpful
Somewhat helpful
Neither helpful nor harmful
Somewhat harmful
Very harmful

4	Conduct an investigation to identify the men making the suggestive comments	1	2	3	4	5
5	Call a meeting of the parties involved to get the facts	1	2	3	4	5
6	Talk informally to a few people to find out more about what is going on	1	2	3	4	5
7	Unify employees by reminding them of the shared goals of the organization	1	2	3	4	5
8	Let the situation play itself out; do nothing	1	2	3	4	5
9	Encourage anyone who is bothered by the men's comments to transfer to another part of the organization	1	2	3	4	5
10	Punish anyone who disrupts the work in response to the rumors	1	2	3	4	5
11	Work with the men and women to surface the differences so that they can understand one another's point of view	1	2	3	4	5
12	Discourage women from expressing dissatisfaction with the situation	1	2	3	4	5
13	Ask coworkers of the women who are upset to try to get them to calm down	1	2	3	4	5
14	Redesign the work so that men and women will no longer have to interact with another	1	2	3	4	5
15	Direct employees to stop the gossip and informal conversations	1	2	3	4	5
16	Provide individuals with a regular opportunity to learn more about the history and customs of those who are different from them	1	2	3	4	5
17	Insist that the men in the department apologize to the women	1	2	3	4	5
18	Apologize to those women who were offended	1	2	3	4	5
19	Initiate team-building exercises for men and women	1	2	3	4	5
20	Initiate coaching for the men in this department	1	2	3	4	5
21	Develop a policy that threatens anyone with immediate termination for suggestive comments or inappropriate touching	1	2	3	4	5
22	Establish an independent office to handle such incidents	1	2	3	4	5

Leadership across Differences

23	Conduct a best practices survey to develop recommendations based on organizations do	1	2	3	4	5
24	Hold training programs to teach men and women how to show respect to one another in the workplace	1	2	3	4	5
25	Redesign the work so that men and women are working together on important tasks that require cooperation	1	2	3	4	5
26	Organize more meetings and social gatherings so that men and women can know one another as individuals	1	2	3	4	5
27	Establish a reward system for performing work groups where differences between men and women don't get in the way	1	2	3	4	5
28	Make sure that all supervisors and managers are treating both women with respect on a daily basis	1	2	3	4	5
29	Develop policies and procedures to ensure that men and women are treated equally	1	2	3	4	5
30	Develop a comprehensive program of policies, practices, and training for preventing these types of situations in the organization	1	2	3	4	5
31	Privately warn the men that this is unacceptable	1	2	3	4	5
32	If there is an action that you think should be taken that we have not listed, please describe provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to improved outcome in the organization now or in the future.					

Situation #2

Part 2.1: The Situation

Please read the situation described below. **Imagine you are a manager in the organization described and have been authorized to deal with this situation.** Then answer the questions and record your responses on the answer sheet. Please answer the next question in response to this situation.

Situation #2:

An administrative employee working for a financial institution sends out an e-mail outlining a change in the cafeteria hours for the following week. In her signature, she has inserted an inspirational quotation from a religious text. Many of the people who receive this e-mail become very upset. People from other religions as well as those who are non-religious resent what they interpret as her effort to proselytize. Tensions between different religious groups start to arise and disrupt the work of the organization. These tensions are particularly focused on the religious group of the woman who sent the e-mail.

	Not very serious 1	Possibly serious 2	Very serious 3
33 How serious do you think this situation could become for the financial institution?	1	2	3
	No action is needed 1	Possibly take action 2	Definitely take action 3
34 Please tell us if you think any action should be taken?	1	2	3
	Yes 1	No 2	Not sure 3
35 Do you think action would be taken if a similar situation were to occur in your organization?	1	2	3

Part 2.2: Possible Actions

The next page contains a list of possible actions that individuals or groups could take to address the situation. Imagine that you are the manager in the organization described and that you are authorized to deal with this situation. Please rate these possibilities on a five-point scale indicating the extent to which they could impact the situation in the organization, now or in the future.

You can assume:

- You know the organization well.
- No actions would necessarily be taken in isolation.
- You personally have the opportunity, skills, and authority to take the actions described.
- Responses refer to the impact this action could have on this situation or on similar issues in the future.

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Part 2.2: Possible Actions (continued)

The following items refer to **Situation #2**, which you read on the previous page.

		Very helpful	Some what helpful	Neither helpful nor harmful	Some what harmful	Very harmful
36	Conduct an investigation to identify the people who are creating the tension	1	2	3	4	5
37	Call a meeting of the parties involved to get the facts	1	2	3	4	5
38	Talk informally to a few people to find out more about what is going on	1	2	3	4	5
39	Unify employees by reminding them of the shared goals of the organization	1	2	3	4	5
40	Let the situation play itself out; do nothing	1	2	3	4	5
41	Encourage anyone who is bothered by the situation to transfer to another part of the organization	1	2	3	4	5
42	Punish anyone who disrupts the work because of this situation	1	2	3	4	5
43	Work with members of different religious groups to surface the differences so they can better understand one another's point of view	1	2	3	4	5
44	Discourage those who are disgruntled from expressing dissatisfaction with the situation	1	2	3	4	5
45	Ask coworkers of the religious group members who are upset to try to get them calmed down	1	2	3	4	5
46	Redesign the work so that members of different religious groups will not have to interact with one another	1	2	3	4	5
47	Direct employees to stop the gossip and informal conversations	1	2	3	4	5
48	Provide individuals with a regular opportunity to learn more about the history, and customs of those who are different from them	1	2	3	4	5
49	Insist that this person apologize to those who were offended	1	2	3	4	5
50	Apologize to those who were offended	1	2	3	4	5
51	Initiate team building exercises for members of different religious groups	1	2	3	4	5
52	Initiate coaching for the woman who sent the e-mail	1	2	3	4	5
53	Develop a policy that threatens anyone with immediate termination for	1	2	3	4	5

Leadership across Differences

	proselytizing					
54	Establish an independent office to handle such incidents	1	2	3	4	5
55	Conduct a best practices survey to develop recommendations based on organizations do	1	2	3	4	5
56	Hold training programs to teach members of different religious groups how to show respect to one another in the workplace	1	2	3	4	5
57	Redesign the work so that members of different religious groups are working together on important tasks that require cooperation	1	2	3	4	5
58	Organize more meetings and social gatherings so that members of different religious groups can get to know one another as individuals	1	2	3	4	5
59	Establish a reward system for encouraging work groups where differences between religious groups don't get in the way	1	2	3	4	5
60	Make sure that all supervisors and managers are treating people from groups with respect on a daily basis	1	2	3	4	5
61	Develop policies and procedures to insure that all religious groups are treated equally	1	2	3	4	5
62	Develop a comprehensive program of policies, practices, and training to prevent these types of situations in the organization	1	2	3	4	5
63	Privately warn the woman who sent the e-mail that this is unacceptable behavior	1	2	3	4	5

64 If there is an action that you think should be taken that we have not listed, please describe provided on the answer sheet, and briefly explain, (a) who should take it; and (b) why you think it could lead to an improved outcome in the organization now or in the future.

Part 3: Who, If Anyone, Should Be Involved?

Listed below is a variety of groups and roles that may become involved in situations similar to those described in the two scenarios. In the two scenarios, which party would you involve in addressing situations similar to ones described in the two scenarios?

To what extent would you involve each party in addressing similar situations?		To a very great extent	To a great extent	To some extent	To a little extent	Not at all
65	Human resources	1	2	3	4	5
66	Senior executives	1	2	3	4	5
67	Immediate supervisor(s)	1	2	3	4	5
68	A spokesperson for the dominant group	1	2	3	4	5
69	A spokesperson for the non-dominant group	1	2	3	4	5
70	Others in the department	1	2	3	4	5
71	The union	1	2	3	4	5
72	An external consultant	1	2	3	4	5
73	The government	1	2	3	4	5
74	An advocacy group	1	2	3	4	5
75	A professional organization for the employees	1	2	3	4	5
76	Respected community leaders	1	2	3	4	5
77	A mediator	1	2	3	4	5
78	The board	1	2	3	4	5
79	The employees in the dominant group	1	2	3	4	5
80	The employees in the non-dominant group	1	2	3	4	5
81	The individuals directly involved in the situation	1	2	3	4	5
82	A respected religious leader	1	2	3	4	5

Leadership across Differences

83	A lawyer, legal office, or legal counsel	1	2	3	4	5
84	Other (name the party) _____					

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Part 4: Background Information

This section focuses on relevant background information about you.

		Male	Female
		1	2
85	What is your gender?		
86	How long have you lived in this country?_		
87	What do you consider to be your home country?_		
88	In what country were you born?_		
89	What is the highest educational level that you have attained (choose one)	Yes	
	No formal education	a	
	Incomplete primary school	b	
	Complete primary school	c	
	Incomplete secondary school (technical/vocational type)	d	
	Complete secondary school (technical/vocational type)	e	
	Incomplete secondary school (university preparatory type)	f	
	Complete secondary school (university preparatory type)	g	
	Some university level education, without degree	h	
	University level education, with degree	i	
90	Are you an immigrant?	Yes 1	No 2
91	Have you worked in any countries other than the current one?	Yes 1	No 2

Leadership across Differences

more than two years?

If you answered yes, which countries?_

92 How old are you?_

93 How long have you worked for this organization?_

94 When you think about the different levels in your organization where would you place your current job?

Top level	a
Management	b
Professional	c
First level supervision	d
Hourly worker	e
Clerical	f
Contractual / temporary	g

I am similar to others in my organization in terms of:		Strongly disagree		Disagree	Neither agree nor disagree	Agree	Strongly agree
95	outlook, perspective, values.	1	2	3	4	5	
96	the way we handle problems.	1	2	3	4	5	

Leadership across Differences

97	Which religious denomination do you belong to, if any?	Yes
	Bahai Faith	a
	Buddhism	b
	Christianity	c
	Confucianism	d
	Hinduism	e
	Islam	f
	Jainism	g
	Judaism	h
	Shinto	i
	Sikhism	j
	Taoism	k
	Vodun	l
	None/not applicable	m
	Other _	n

98 What racial or ethnic group do you identify with, if any?

—

How strong is your identification with:		Very weak	Weak	Medium	Strong	Very strong
99	your racial or ethnic group?	1	2	3	4	5
100	other people from your home country?	1	2	3	4	5
101	your religious group?	1	2	3	4	5

Have you ever experienced discrimination on the basis of:		Never	Once or twice	A few times	Many times	I am not sure
102	your race or ethnicity/ethnic background?	1	2	3	4	5
103	your gender?	1	2	3	4	5
104	your religion?	1	2	3	4	5
105	your nationality?	1	2	3	4	5

Leadership across Differences

When you think of your close friends, how many are:		None	One	Fewer than half	About half	More than half
106	from another country?	1	2	3	4	5
107	of another race or ethnicity/ethnic background	1	2	3	4	5
108	of another religion?	1	2	3	4	5
109	of the opposite gender?	1	2	3	4	5

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Part 5: Organizational Information

Finally, we have some questions about your organization and your experiences working there.

		Not at all	To a slight extent	To a moderat e extent	To a great exte nt	To a very great extent
110	Do you think other people in this organization are treated differently on the basis of:					
	their gender?	1	2	3	4	5
111	their race or ethnicity/ethnic background?	1	2	3	4	5
112	their religion?	1	2	3	4	5
113	their nationality?	1	2	3	4	5

		Not at all	To a slight extent	To a moderat e extent	To a great exte nt	To a very great extent
114	Do people socialize together, either after work or during informal work activities, who differ in terms of:					
	their gender?	1	2	3	4	5
115	their race or ethnicity/ethnic background?	1	2	3	4	5
116	their religion?	1	2	3	4	5
117	their nationality?	1	2	3	4	5

		Not at all	To a slight extent	To a moderat e extent	To a great exte nt	To a very great extent
118	Do people work effectively together in this organization who are from:					
	different genders?	1	2	3	4	5
119	different religions?	1	2	3	4	5
120	different races?	1	2	3	4	5
121	different countries?	1	2	3	4	5

To what extent...

Not at all To a slight To a moderat To a great To a very

Leadership across Differences

		1	2	3	4	5
		1	2	3	4	5
122	Would you recommend this organization to someone like yourself as a good place to work?	1	2	3	4	5
123	Do employees have a shared understanding about organizational goals?	1	2	3	4	5
124	Do employees have a shared motivation to reach organizational goals?	1	2	3	4	5
125	Do employees coordinate their work to reach organizational goals?	1	2	3	4	5
126	Do you think you could find another comparable, you left this organization?	1	2	3	4	5
127	Do you consider yourself a leader?	1	2	3	4	5
128	Do you see yourself as part of leadership of this organization?	1	2	3	4	5
129	Do you comfortably "fit in" as a member of this organization?	1	2	3	4	5
130	Does your supervisor treat you in a polite manner?	1	2	3	4	5
131	Do you feel like you're an important and valued member of this organization?	1	2	3	4	5
132	Do you have to change the way you think and behave when you show up for work each day?	1	2	3	4	5
133	Does your supervisor treat you with dignity?	1	2	3	4	5
134	Does your work environment seem hostile?	1	2	3	4	5
135	Does your supervisor treat you with respect?	1	2	3	4	5
136	Are all members of the organization treated with respect and dignity?	1	2	3	4	5

Leadership across Differences

	To what degree do you agree or disagree with the following:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
137	Members of all social identity groups in this organization have a shared understanding of the goals of this organization.	1	2	3	4	5
138	Role and responsibilities within the organization are aligned, regardless of the demographic background of the individual employees.		2	3	4	5
139	Employees share a commitment to organizational goals, regardless of their demographic differences.	1	2	3	4	5
140	Despite their differences, employees from all identity groups have a shared understanding of the organization's goals.		2	3	4	5
141	Employees from all social identity groups are committed to the goals of our organization.	1	2	3	4	5
142	Members of all social identity groups feel a collective sense of commitment to the organization's goals.	1	2	3	4	5
143	Roles, responsibilities, and actions in this organization are aligned across members of all social identity groups in support of organizational goals.	1	2	3	4	5
144	Although employees are involved in a wide range of roles, responsibilities, and actions, these efforts are aligned in pursuit of organizational goals.		2	3	4	5
145	Employees share an understanding of organizational goals, even if they have different demographic backgrounds.	1	2	3	4	5

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LEADERSHIP ACROSS DIFFERENCES

A REPORT ON RESEARCH AND FINDINGS

The data shared in this report are drawn from the Leadership Across Differences research project (2001–2008). The international research team included Center for Creative Leadership (CCL) faculty and research partners at various institutions around the world. Researchers gathered survey, interview, and archival data from for-profit and nonprofit organizations in order to better understand what contributes to social identity tensions and conflicts in organizations and explore what leadership responses were desired and which were used. For more information, visit <http://www.ccl.org/leadership/research/lad/>.

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