

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



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The background of the cover is a collage of images. On the left, there are images of modern buildings in New Zealand, including the Parliament Buildings in Wellington, overlaid with a red-to-orange gradient. In the center, there are images of traditional Indian architecture, including domes and minarets, overlaid with a green-to-blue gradient. On the right, there are more images of Indian architecture, including a large white building with a dome, overlaid with a red-to-white gradient. The overall composition is vertical and uses a color palette of red, orange, green, blue, and white.

A COMPARATIVE ANALYSIS OF LEADERSHIP STYLES IN NEW ZEALAND AND INDIA

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School of Management

MMBA532 Business Research Project

**‘A Comparative Analysis of
Leadership Styles in New Zealand
and India’**

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‘A Comparative Analysis of Leadership Styles in New Zealand and India’

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1. Executive Summary

This research paper provides insight, analysis and comparison into commonly used Leadership styles and behaviours in New Zealand and India.

Research was conducted via interviews with leaders in both countries and analysed qualitatively using a thematic approach. The data was benchmarked against Hofstede's Cultural Dimensions and Goleman's Six Leadership Styles.

The findings illustrate there is a dramatic difference in the approach to leadership in each country. India has a more authoritative approach where New Zealand maintains a highly democratic stance.

The report highlights how different the leadership styles are in each nation it also offers insight into some of the commonalities. It also offers insight into the implications of the study along with potential avenues for further research.

2. Introduction

Mayur Gandhi is a father of two young children, as well as a business manager, insurance professional and leader. Mayur was born in New Zealand to parents who had immigrated to New Zealand in the mid 1970's. He is an Indian brought up with an Indian culture against a backdrop of a predominantly Western environment. As a result, he has always been interested in these contrasting cultures and how to find a balance between them.



India, home to 1.3 billion people¹, is a country with an ever-accelerating rate of growth. India is becoming a powerhouse economy. It reported a growth of 7.9% in its total GDP² for the most recent financial year making it the fastest growing economy in the world³.

Realising the importance of trade with this booming economy, New Zealand's Foreign Affairs and Trade established the NZ Inc. India Strategy⁴.

The strategy's focus was to bolster trade, economic and political ties with India⁵. While this appears to have been effective with a growth of total trade between the two countries increasing by \$480 million from 2007 to 2014⁶, there is little being done to educate business leaders in the two countries on how they operate in their respective countries. As with any relationship, understanding who you are dealing with leads to more meaningful and fruitful exchange.

The primary component of this research was to perform a comparative study of leadership styles used in New Zealand and India. The purpose of this comparison was to ascertain how New Zealand and Indian leaders are similar and dissimilar. This study can now act as a platform for New Zealand leaders to seek to positively influence relations with Indian businesses.

The researcher believes that New Zealand has much to gain from strong partnerships with the emerging economy of India. It is a relationship which is supported by the current New Zealand government (NZ Inc. India Strategy) and is backed by other organisations such as the

¹ <http://www.worldometers.info/world-population/india-population/>

² <http://www.forbes.com/sites/timworstall/2016/05/31/indias-economic-growth-up-to-7-9-of-gdp-for-quarter-7-6-for-the-year/#2b30df5e4777>

³ <http://www.telegraph.co.uk/finance/economics/12146579/India-overtakes-China-as-worlds-fastest-growing-major-economy.html>

⁴ <https://www.mfat.govt.nz/en/trade/nz-inc-strategies/india-strategy/>

⁵ <https://www.mfat.govt.nz/en/countries-and-regions/south-asia/india/>

⁶ http://articles.economicstimes.indiatimes.com/2013-04-04/news/38278594_1_leadership-style-asian-leaders-climate



India Trade Alliance, India New Zealand Business Council and Asia New Zealand Foundation. This research focuses on leaders at a more personal level primarily to understand their different styles and then offer suggestions as to how to improve inter-country relations.

India is often anecdotally referred to as a very traditional country inspiring assumptions of what the West may perceive as archaic organisation structures and leadership styles. The researcher feels there is some truth to this but with the rate of growth the Indian economy is seeing it is important to perform a pulse-check to see whether this is still the current truth.

This study sought to analyse the leadership styles of each country and compare them to help understand the similarities and differences. This was done by understanding the cultural differences each country has by applying Hofstede's Cultural Dimensions framework (Hofstede, 1980) to the data collected by the interviews. This analysis was then filtered through the Goleman's Six Leadership Styles (Goleman, 2000) to categorise the prevalent leadership styles within New Zealand and India.

3. Literature Review

New Zealand and India are incredibly different countries; however, a strong relationship between the pair could be of great economic gain to the former. This study sought to analyse the Leadership styles of each country and compare them to help understand how the similarities and differences. Secondary to the analysis are suggestions on how the research findings may be of value to professional and economic exchange between the two countries. While a wealth of international comparative research does exist, there does not exist specific comparison between New Zealand and India.



3.1. What is Leadership?

Leadership is a traditional function that has always existed within human society. The leader is a figure who we seek to follow, whether it be to seek out innovations or to go to war.

Leadership is present in almost all aspects of life and we will always find ourselves either leading or being led. But not all leadership is the same. Just as the goals set out by leaders like Elon Musk and Adolf Hitler differ greatly, so do approaches to leadership.

When discussing leadership, the fundamental point to understand is what leadership actually means. The term is subject to much argument as to its true meaning and purpose in the business world, often being called a synonym for management, and equally often being known as its antonym⁷.

Global Leadership and Organizational Behaviour Effectiveness (GLOBE), is an international collective of management professionals and scientists from 62 countries. In 2002 GLOBE defined organisational leadership

“...the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members”

(House et al, 2002).

This definition is a commonly accepted one, and for the purposes of this research, will be the one used throughout.

Equally important is to understand what an organisational leader is in this context. Again, GLOBE offered the following definition

⁷ <http://www.businessdictionary.com/article/1024/leadership-vs-management-d1412/>



...a group member whose influence on group attitudes, performance, or decision making greatly exceeds that of the average member of the group”

(Chhokar et al, 2013).

To remain consistent, when this research uses the terms leadership and leader, it will be doing so using the GLOBE definitions for those terms.

While the concept of leadership remains consistent, the application of leadership will vary between people and cultures. There is no single global leadership style, and the pursuit to develop such would likely be fruitless (Hofstede, 1980).

3.2. Styles of Leadership

Though the meaning of leadership is now clearly defined by GLOBE, it does not present itself in the same manner in all organisations. Leadership is a personal contribution influenced by the culture of an organisation and by the upbringing and culture of the locality (Tsai, 2011).

India is a country of 1.3 billion people with a massive economy. It is also part of the Asian continent and so has geographic ties to many neighbouring countries. New Zealand on the other hand is dramatically contrasted to this. It has a population of 4.4 million, and while it has a strong economy, its scale is much smaller. Unlike India, it is very much isolated from its foreign neighbours, with only Australia being the closest and most globally economically active neighbour.

When assessing the leadership styles of Indian and New Zealand leaders it was imperative the same measure was used. For this study, Hofstede's Cultural Dimensions (Hofstede, 1984) was used to understand the elements that comprise the leadership in each country.

Hofstede's Cultural Dimensions	
← Power Distance Index (PDI) →	
HIGH: Acceptance of a hierarchical order in which everybody has a place and which needs no further justification.	LOW: People strive to equalize the distribution of power and demand justification for inequalities of power.
Individualism vs Collectivism (IDV)	
INDIVIDUALISM: As a preference for a loosely-knit social framework.	COLLECTIVISM: Tightly-knit framework in society.
Masculinity vs Femininity (MAS)	
MASCULINITY: Preference in society for achievement, heroism, assertiveness and material rewards for success.	FEMININITY: Stands for a preference for cooperation, modesty, caring for the weak and quality of life.
Uncertainty Avoidance Index (UAI)	
HIGH: Maintains rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas.	LOW: Societies maintain a more relaxed attitude in which practice counts more than principles.
Long Term Orientation vs Short Term Orientation (LTO)	
HIGH: Pragmatic approach, they encourage thrift and efforts in modern education as a way to prepare for the future.	LOW: Societies prefer to maintain time-honoured traditions and norms while viewing societal change with suspicion.
Indulgence vs Restraint (IND)	
INDULGENCE: Societies that allow relatively free gratification of basic and natural human drives related to enjoying life and having fun.	RESTRAINT: Societies that suppress gratification of needs and regulates it by means of strict norms.

Adapted from <http://geert-hofstede.com/national-culture.html>

This creates a benchmark to assess data against and to help determine themes that comprise the leadership styles of those leaders who are interviewed.

Hofstede's Cultural Dimension is the chosen framework, but is not without its faults. The primary potential issue is that the model was developed in the late 1960's. The world is a very



different place now; the US left the Vietnam war, trade has increased between the East and West and we communicate using video in real-time through the internet, amongst many other things. So, it becomes questionable whether Hofstede's model is still relevant in 2016, some fifty years later.

Another issue lies with the name of one of the dimensions. 'Masculinity versus Femininity' could be considered a sexist label, and this was pointed out in the book 'In a Different Voice: Psychological Theory and Women's Development' (Gilligan, 1982).

Because of these issues there are a number of alternatives which were considered.

The Cultural Map of the World (Inglehart-Welzel 2006) is certainly newer but less robust than Hofstede. It looks at traditional values versus secular values and survival values versus self-expression values. Because of the limited view it seeks, it provides less relevant detail than is necessary for this research.

Schwartz's Culture Model is similar to Hofstede and is contemporary. It looks at similar themes such as hierarchy, autonomy and egalitarianism; however, its focus is more to do with people in general, rather than in a business setting, which appears to be a popular concept to follow with these modern models. Schwartz's model is well regarded and much the same as Hofstede's, but in the opinion of the researcher, does not add any additional value to the study.

Another model considered was developed by Trompenaars and Hampden-Turner. Where Hofstede is interested in analysing the facets of national culture Trompenaars delves deeper



into how cultures are created (Trompenaars, 2001). This depth is not required as the study seeks to understand the current leadership styles and not how they were established.

The main drawback of the Hofstede model is its age. However, it remains very much favoured among researchers. For this author, it has been selected due to the ease in which the model can draw cultural differences in order for clear comparisons to be made. Additionally, the model was developed in the workplace, with Hofstede’s research occurring at IBM, making it more aligned with business rather than cultural anthropology.

To mitigate the potential to cause offense with the ‘Masculinity versus Femininity’ dimension label for this research it will be altered to ‘Ambition versus Complacency’.

The leadership styles will then be classified based on the findings of the cultural dimensions using Daniel Goleman’s Six Leadership Styles (Goleman, 2000).

Six Leadership Styles						
	Commanding	Visionary	Affirmative	Democratic	Pacesetting	Coaching
The Leader’s modus Operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standard for performance	Develops people for the future
The Style in a phrase	“Do what I tell you”	“Come with me”	“People come first”	“What do you think”	“Do as I do, now”	“Try this”
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most Strongly positive	Positive	Positive	Positive	Positive

Adapted from Goleman, “Leadership that Gets Results”, Harvard Business Review, March-April 2000 p.82-83



Goleman's leadership framework has been selected due to its popularity with researchers and professionals. It is used by recruiters⁸ and Business Media partners⁹ and often by researchers as a benchmark to assess leadership effectiveness (Chen, 2005).

By using this popularised framework comparisons to other studies can be done at the same level i.e. comparison with studies which similarly have used Goleman's Six Leadership Styles.

3.3. Different Leadership Styles in New Zealand and India

The Hay Group¹⁰ performed a study which indicated 70% of Indian organisations have leaders who act in the Commanding perspective of the Goleman framework (Goleman, 2000). This study also concluded that there was a preference for the Coaching perspective to be taken on.

New Zealand, once again, is very different. The power-distance ratio in India is very high with subordinates seeing the leader and manager position as ones of power and authority to the extent open conversation or healthy discussion about initiatives is not desirable. New Zealanders entertain a very low power-distance relationship, and as a result, leaders can be classified as egalitarian as there is an emphasis on equality and ability to socialise with team members.

⁸ http://www.kellyservices.com/templates/Pages/SmartContentDetails.aspx?id=2147512402#.V_3qe_197IU

⁹ <https://www.fastcompany.com/1838481/6-leadership-styles-and-when-you-should-use-them>

¹⁰ <http://www.haygroup.com/in/press/details.aspx?id=43183>



The New Zealand Manager (Hines, 1973) talks about how New Zealand managers are physically visible, and similarly, their actions are too. Hines also discusses low conservatism which aligns with avoidance in Goleman's framework.

However, this article was written over 40 years ago, and while similar attitudes are seen today, there has been a major shift in communication technologies which should not be ignored.

In the search for more recent research it became apparently that New Zealand focused leadership study relates more to inequalities of gender preference in the workplace (Mara et al, 2006) and to the differences between transformational and transactional leadership (Singer, 1985).

The lack of New Zealand specific leadership style studies is a void which needs to be filled.

3.4. Cross-Cultural Management

Cross cultural management is managing work teams with a view to understand the differences between themselves and the wider global community in a business context.

With the ever-increasing availability and accessibility of communications technology, the barriers to do business with international organisations have effectively been quashed. ICT is ever on the rise in global organisations and there are no signs of slowing down.

While the barriers are coming down, communication must still be tailored to be appropriate for the other party. Sometimes this may mean doing, or saying things, which are unnatural in one's own environment, so with contextual consideration, it may be the most appropriate manner to act.

As previously stated, culture influences leadership style, and is said to account for approximately 25-50% of the display of manner (Gannon, 1994).

Through understanding the cultural expectations of New Zealand and Indian business leaders in the Cross-Cultural Management space, insight will be provided into the most appropriate leadership styles to provide positive relations between the New Zealand and India business leaders. Trompenaars notes that businesses work better together when there is a shared culture, or when there is a mutual understanding of each culture (Trompenaars, 2001).

British linguist, Richard D Lewis, writes in his book, *Cross Culture*, Indian leaders are seen as benevolent, have unquestionable authority to command, and the structure of the leader on top and subordinate below is commonplace (Lewis, 1999). Lewis also analyses other Western nations such as the UK and Australia where leadership and decisions are shared where leaders and subordinates are equal.

This research aimed to confirm a hypothesis that New Zealand leaders have a low power-distance relationship and are affirmative leaders as per Goleman's leadership styles. It is also intended, by isolating New Zealand from other Western nations, to determine country specific trends in Leadership. This applies to the research on leaders in India, the difference being that confirmation of leadership styles being coercive and to see if pacesetting applies too given how quickly India is growing. The research also sought to confirm placements on Hofstede's Cultural Dimensions, particularly around power-distance.

While barriers are being shattered, borders still exist by virtue of nations having their own cultures. Globalisation of Markets (Levitt, 1993) argues that barriers have come down, and with it borders, and so the world should be considered with a single culture. According to the September 2016 World Population Data Sheet from the Population Reference Bureau, there is



a population of 7.4 billion people on this planet. Therefore, the very consideration that there would not be any variation in culture among this many individuals appears very naïve.

Establishing an understanding of leadership in New Zealand and India will allow for a removal of apprehension and a rise in appreciation between countries for each other's approach to leadership.

3.5. Globalisation

Globalisation is the economic, social and cultural connectivity with people in other parts of the world (McShane et al, 2013 pg.16). Globalisation has made understanding Cross Cultural Management all the more vital to an organisations ability to succeed internationally.

It is true that Globalisation is no modern phenomena with nations having a history of trade before written records existed however the surge in technological advancements in information and communication technology mean organisations are becoming reliant on constant connectivity with other organisations.

The relevance of discussing globalisation in this research is in its inherent link to cross cultural management and the purpose of the research which is to find differences and commonalities in leadership styles to influence globalising efforts between New Zealand and India.

3.6. The Research

Much of the literature concerning inter-country communication and business is focused on the cultural aspects of the exchange. While this will be of high value to this research for the sake of comparison and confirmation of previous conclusions, the focus will be to shift what has

been learned about cultural influence and overlay that on a leadership lens by classifying cultural expectations with appropriate leadership styles.

This will be done by using Hofstede's Cultural Dimensions and comparing the results with Goleman Six Leadership Styles. As discussed earlier, these frameworks are widely used, but they are also easy to understand as they are presented with little ambiguity and no branching options to refer to different models.

There have been many studies performed on other countries regarding cross-cultural management (rather than leadership) but none on the specific relationship between New Zealand and India. This study will take a step towards filling this gap.

Research tends to focus on an East vs West philosophy, but grouping the Asian continent does a disservice to the diversity found in the many nations the Asian region covers. After all, Asia is home to 4.4 billion people¹¹. Each Asian country has vastly varying and contrasting economies and social structures so to say the East can be considered one unit is somewhat naïve. The same can also be said of the West. Countries with English as their primary language are considered a part of the West, which is an ironic title given the geographic distance between Western countries such as UK, Australia and New Zealand.

While it was expected that there will be some similarities within the East and West groups, it should not be assumed all are shared. By focusing on New Zealand and India exclusively a much more accurate and specific snapshot can be generated for each of these nations.

Leaders in globalised organisations will be identified in New Zealand and India and interviews were conducted to define their prevalent leadership styles. This was then rationalised using Hofstede's Cultural Dimensions and Goleman's Leadership Style

¹¹ <http://www.worldometers.info/world-population/asia-population/>

framework. A qualitative comparison was made between the findings, and secondary insights offered into how leaders in New Zealand and India can understand each other better, and therefore maximise business relations.

4. Research Design

While a great deal of international comparative research is available, again, there does not exist any specific comparison between New Zealand and India. The data collected by this research will become available to help both New Zealand and India understand each other's leaders. This research can then become a platform for establishing stronger relationships between the two nations to foster mutual economic gains.

4.1. Methodology

Data for the purposes of this research was gathered using interviews with identified New Zealand and Indian leaders. This data was then qualitatively analysed using a thematic analysis approach.

The following agencies were contacted via email to assist with finding interview candidates.

- Asia New Zealand Foundation (AsiaNZ)
- New Zealand Trade & Enterprise (NZTE)
- India New Zealand Business Council (INZBC)
- India Trade Alliance (ITA)



Unfortunately, NZTE advised they were not able to assist researchers directly and the INZBC could not due to time pressures. INZBC however offered to advertise on behalf of the researcher a call for interview candidates through their Facebook and LinkedIn pages. This offer was graciously accepted and its advertisement generated much interest. AsiaNZ could not assist directly but has considered publishing the findings of this research on their website.

Several phone and email discussions were had with ITA and they illustrated a keen interest into the research. ITA offered to connect the researcher with potential candidates. It is worth noting that ITA has been very supportive of the research efforts throughout and even post completion of them despite ITA's interview candidates not being used¹². It is important their time and support be acknowledged in this report. The researcher believes the ITA will be a strong partner in further research endeavours as there is a natural alignment with the organisation's purpose and the interests of the researcher.

Professional networking website LinkedIn was also utilised as the profile based information clearly displayed potential interviewee's professional experience. Using the search feature, senior leaders or those in managerial roles based in New Zealand and India were identified. These leaders were sent private messages through LinkedIn's messaging service initially to determine which of the identified leaders would be interested in partaking in the interview. As this research is concerning leadership, it was important that candidates were selected with well thought out criteria rather than simply relying on their job title. The three step criteria are noted as follows and must have been met for the candidate to be considered for an interview.

¹² ITA's candidates were not used as candidates were selected on a first-in, first-served basis



1. Must be in a managerial or senior leadership role
2. Must be in an organisation that is globally active, but not just with its own internal branches (i.e. inter-business relations)
3. Must communicate directly or indirectly communicate with businesses in other countries

Once potential candidates showed interest, the criterion was presented and if met an official request to be interviewed was sent through email. Candidates were selected on a first-in first-served basis. This meant those who responded the quickest and agreed to a time for an interview first were the ones interviewed.

The interviews were conducted via telephone, email or other web-technology such as video-conferencing. Telephone interview was the preferred method of data collection as it allows for real-time probing and confirmation of understanding of the interviewees answers. While there was a question prompt sheet, questions were asked conversationally in a less structured format. This allowed adaptation from the researcher to the interviewee's responses.

They (unstructured interviews) also have increased validity because it gives the interviewer the opportunity to probe for a deeper understanding, ask for clarification & allow the interviewee to steer the direction of the interview.

(SimplyPsychology.org)

This was beneficial from a time saving point of view as it removed having to contact the interviewee again to clarify statements, but more importantly, it ensured data received is accurate and valid. It was advised that interviews were expected to take will take up to 30-40 minutes each.

It was explained to the candidates that the research will seek to answer the following questions.

1. What are the common leadership styles in India?
2. What are the common leadership styles in New Zealand?

And this will ultimately answer the core question through comparative analysis:

What are the commonalities and differences in leadership styles between Indian and New Zealand leaders?

The data will be analysed qualitatively as primarily, it is the preferred method of analysis for the researcher. The qualitative nature of the study lends itself well to an interpretivist approach as empiricism and the scientific method are more suitable for non-social-scientific studies (Humphreys, 2004).

The interviews need to be analysed with subjective interpretation as no two interviewees will provide exact answers given their personal backgrounds will be unique. Therefore, it is necessary to identify themes within the data using thematic analysis.

Thematic analysis is the most common type of qualitative analysis (Guest, 2012). It is the analysis of qualitative data to code it into prevalent themes. In this case, the themes are pre-determined by the six dimensions in Hofstede's Cultural Dimension model.

While points and aggregates could be derived through quantitative analysis this positivist approach generally tends to focus on the external environment (Sobh, 2006). The researcher feels this standpoint takes away from the inherently personal nature of leadership and so an interpretivist approach, which encourages both external and internal analyses, is an appropriate fit.



There is a risk that the subjective nature of the interpretivist approach can lead to some bias on the part of the researcher. To this end, Hofstede's Cultural Dimensions framework was the baseline upon which coding will take place. By coding data into an existing framework, this effectively nullifies the possibility of bias seeping through.

There was also a risk that interviewees may not be entirely honest with their answers, however, this is a risk to any method of analysis for interview based data. To mitigate any personal bias, interviewees will not be persons the researcher has personal relationship with.

The interpretivist approach does allow for a deeper level of analysis of cross-cultural and leadership subjects by not being limited by numbers or rigid frameworks. While the researcher will initially use the Hofstede Cultural Dimensions model, he will not be limited by it and use it as a guide if the interviewees data does not align within this framework.

4.2. Hypothesis

Based on anecdotal evidence, personal observation, and previous comparative analyses between Western and Eastern leadership styles conducted by other researchers, two core hypotheses have been established. These are:

Power Distance: Indian leaders have a much higher power distance ratio with their followers as a result of real power being centralised and minimal two-way communication between leaders and followers. This, the researcher believed, would be the greatest contrast to New Zealand leaders where there is a more decentralised balance

of power and therefore less resistance towards open communication and negotiation between superiors and subordinates.

Masculinity: While there may be a great power distance disparity the researcher believed both countries house leaders who have a higher tendency towards masculinity as defined by Hofstede's Cultural Dimensions. Masculinity¹³, in this case, describes the need for achievement and power, similar to McClelland's Human Motivation Theory (McClelland, 1987).

If the hypotheses are correct, using Goleman's Six Leadership Styles, Indian leaders can be described as Commanding and potentially Visionary. New Zealand leaders would then contrast fitting the outline of a Democratic or Pacesetter leadership style (Goleman, 2000). Naturally, this research's aim is to prove or disprove these hypotheses.

4.3. Planned Process

To complete this research contacts with interested agencies needed to occur. As the researcher is domiciled within New Zealand with limited professional exposure to Indian businesses, those with these existing relationships would be of great assistance.

¹³ For the study, Masculinity versus Femininity has been renamed to Ambition vs due to the archaic nature of the term and its potential to be deemed sexist in this day in age.



The researcher had identified the following as potentially helpful in establishing contact with leaders in India – Asia New Zealand Foundation, New Zealand India Business Council, India Trade Alliance, New Zealand Trade and Enterprise and Victoria University of Wellington. Contact was to be made via email and telephone.

New Zealand interviewees were identified by identifying organisations within New Zealand who have business relations with companies overseas. This, again, was done via email or phone. These companies were to be selected at random providing they meet this criterion. Once contacts have been provided it will be negotiated with them the best method of interview (phone or email). The interviews were recorded using an Android app on a smart-phone.

The target was to complete and analyse three interviews with Indian leaders and three with New Zealand leaders. However, a minimum of five persons on each side was to be approached with two being held in reserve just in case there are unforeseen circumstances which prevent interviews from being carried out.

It was expected all interviews would be completed by September 4, 2016 however due to timetable conflicts the final interview which was conducted on September 12, 2016.

By September 11, 2016 all interviews will be analysed and clarification sought to responses if required. Each will be summarised and sent to their respective interviewees. They will be given until September 18, 2016 to provide feedback or correct any details.

The completed report was scheduled to be submitted to the course controller ahead of the final due date, October 18, 2016.

5. Data Collection and Analysis

5.1. Interview Process

Interviews with New Zealand participants were conducted face to face for two persons using a Microsoft Surface to take notes. Interviews were recorded on a smartphone using SmartRecorder, an Android based application. Before recording interviewees were reminded of the recording and were given the option to decline or receive a copy. The third person's interview was conducted via telephone due to scheduling conflicts with the original face to face meeting time. Similarly, this participant's interview was recorded under the same provisions.

For the participants in India mixed technologies were used. The first interviewee was spoken to via telephone, the second using video-conferencing on Skype and the third was visiting New Zealand at the time allowing for face to face interview occurring. Again, all interviews were recorded using the smartphone app and notes taken in real-time.

The interviews were listened to again to further pull out key-points relating to leadership behaviour and styles. These points were noted in list format for each interview and then provided via email to each of the participants. At this point the data was raw, with no real coding, and was meant for confirmation that the interview data had been interpreted correctly.



They were given time to review the data and request amendments or add additional detail if required. Once confirmation was received, the New Zealand leader interview data sheets were kept separate from the Indian leader interview sheets. For each group, themes between the interviews were identified using Hofstede's six Cultural Dimensions. Data was coded by the six dimensions, Power Distance, Individualism vs Collectivism, Ambition vs Complacency, Uncertainty Avoidance, Long-Term Orientation vs Short-Term Orientation and Indulgence vs Restraint using thematic analysis.

This coded data was then once analysed again by aligning the data to Goleman's Six Leadership Styles.

5.2. Cultural Dimensions of New Zealand Leaders

The three New Zealand Leaders interviewed came from IT, communications and defence respectively. Questions were asked to understand what kind of leadership styles they perceived to be their own and to elucidate data concerning common leadership styles experienced in the New Zealand professional.

Out of respect for confidentiality, these leaders will be referred to as NZL (New Zealand Leaders) and not by their personal names.

It was interesting, and perhaps not so surprising, that much of the data was very consistent across the three interviews. Hofstede's framework has been used to understand the different cultural elements of these leaders' style.

Power Distance: The New Zealand leaders indicated that there exists very low power distance between leaders and subordinates. This has been attributed to New Zealand's

generally relaxed attitude to life¹⁴ and cultural norm of treating each other as equal and as friends in the workplace.

Participants noted that the higher up in the hierarchy you went, the further the power-distance became. At a more executive level leaders became more respectful and fearful of leaders with more authentic power. However, a leader's demeanour remained informal when it was appropriate.

In situations where there were organisational pressures such as deadlines or external demands, leaders are quick to change their relational mode to become more authoritative. While low power-distance is the norm, it is not unusual for this distance to be situationally altered.

Leaders will prefer to consult with team members before making decisions and seek out opinions to ensure everyone feels as though they have contributed.

Individualism versus Collectivism: New Zealand leaders present a high level of individualism, meaning they live in a loosely-knit social framework and are expected to make their way on their own through life. This presents itself in the workplace through the expectation of independence through their work tasks. An NZL chief executive notes

“...if you want to get ahead in life you must put the effort in. You have to work hard.”

Ambition versus Complacency: In the vein of the previous quote, New Zealand leaders place a strong importance on success in their vocational lives. There is the belief that if you want to climb the career ladder you must earn this through determination and hard work.

Leaders say that seeing their subordinates rise through the ranks gives them great pleasure.

¹⁴ <https://www.newzealandnow.govt.nz/why-choose-nz/balanced-lifestyle>



Uncertainty Avoidance: New Zealand leaders are quite ambivalent to ambiguity. It is neither preferred nor disliked, instead, New Zealand leaders accept ambiguity and develop strategies to overcome it. For example, an NZL in the public sector tolerates a certain degree of ambiguity as it allows for more creative ways to deal with issues and provides the opportunity to illustrate strategic leadership skills.

In times such as these, leaders will entertain group discussion and leverage off the skills surrounding them to develop strategies to accomplish goals.

It is worth noting that New Zealand leaders do not feel as though they cannot question directives in times of ambiguity.

Long-Term Orientation versus Short-Term Orientation: Hofstede describes “Long-term orientation” as those who “take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future” The interviewed leaders did not subscribe to this and noted that New Zealanders in general fit the Short-Term Orientation definition more closely. That is, “they exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results”

This is clearly illustrated in the current New Zealand housing market crisis whereby reportedly 98% of New Zealanders are locked out of being able to purchase a house¹⁵.

Indulgence versus Restraint: While leaders will minimise their outside-of-work social interactions with subordinates there is a pattern of indulgent behaviour observed by the leaders. It is commonly seen or heard that subordinates have partaken in frivolity and sometimes unsavoury activities over the weekend. Though the leaders did not mention this

¹⁵ <http://www.interest.co.nz/property/82594/labour-party-leader-releases-new-interactive-housing-map-showing-people-how-crisis>



being observed amongst leaders there is a level of objectivity which may be compromised due to the nature of the questions.

Regardless, New Zealanders do exhibit indulgent tendencies. The country is renowned for its thrill-seeking opportunities and less fortunately for its adverse alcohol culture¹⁶.

5.3. Cultural Dimensions of Indian Leaders

These three leaders came from the banking, finance and IT industries. They were asked the same questions as the New Zealand leaders and as expected, their answers were quite polarising yet with some unexpected similarities.

For consistency, Hofstede's Cultural Dimensions were used as the benchmark. Indian Leaders will not be referred to by name but instead as INL.

Power Distance: The interviewed Indian leaders explained that positions of leadership commanded authority which was most often legitimate and unquestionable. It is expected you do as you are told regardless of your personal feelings towards the matter.

Leaders are authoritative and lead top-down. It is not common that two-way communication occurs and highly unusual for negative feedback to travel upwards. There is fear that raising your voice may be seen as an act of insubordination.

An INL interviewee explained that leaders would relax authoritarianism based on the industry. Where physical outputs or products and services were required, a high power-

¹⁶ http://gamapservers.who.int/gho/interactive_charts/gisah/consumption_adult/atlas.html



distance relationship was displayed. However, in areas such as IT and the arts where collaboration was given importance, it was not uncommon to see power being distributed.

It has been noticed that young leaders entering the workforce are challenging the status quo by being more outspoken and bringing with them a high sense of entitlement.

Individualism versus Collectivism: There was not an explicit affiliation displayed for either side by the interviewees but it was affirmed that Indians lean more towards collectivism. This was attributed to cultural traditions of family living together and the dominant faith of Hinduism which prescribes doing good unto others as a core tenet (Wattles, 1996).

When discussing outputs in the workplace it was noted that ultimately, an employee is a cog in a bigger machine, and so efforts are collectively realised by the organisational outputs. In this way, though the interviewees did not explicitly say so, I believe there is a slightly stronger focus on a collectivist mentality. It is possible the interviewees were not able to discern this given it is a natural part of Indian culture.

Ambition versus Complacency: It is said that Indians are well known for having family members hold high expectations of them. This researcher has experienced this as have many of his Indian colleagues. This creates a need for achievement from a very early age which translates into the work environment. Being recognised for your efforts and rewarded with financial benefits or career progression are visible signs which can be displayed to illustrate success. Indian leaders feel this is an important pursuit as it qualifies their efforts to be the best.

The interviewees discussed that striving for positive results was essential at a personal level and that not maintaining this was often seen as a sign of disinterest in your work. They also discussed that as leaders it was important to influence and inspire subordinates to make the most of their potential. One common way this was achieved was by sharing individual

success with other team members and not taking full credit. One INL said “sharing success is good economics” meaning that while doing so benefits the employee, it ultimately benefits the organisation through their achievements.

Uncertainty Avoidance: Due to the high power-distance ambiguity is accepted without question. It is, in fact, considered normal and quite abnormal to seek out clarification of details. There exists a culture of unwillingness to speak out and make changes as the cultural norm is to accept and participate in the rules and beliefs of your environment.

It was explained by a leader in the IT industry that to deal with ambiguity a leader will make teams collaborate to develop strategies to overcome the ambiguity and work towards an agreed upon vision of success. This was seen as means for handling ambiguity without having to question authority or clients.

There is some autonomy granted through hierarchical power but this general sits only with senior leadership members.

Long-Term Orientation versus Short-Term Orientation: No real preference could be ascertained for this dimension. It was seen that there is no escaping fate and so whatever happens must happen. This means if projects take longer than expected or complications arise, these are accepted and dealt with rather than becoming frustrated and seeking blame.

Indulgence versus Restraint: Indian leaders show much restraint by being careful to distance themselves personally and socially from their colleagues and subordinates. Due to social norms Indians are generally not open to partaking in indulgent behaviours. It was explained that this was an extension of cultural traditions and religious beliefs. Hinduism speaks much of materialism and how it is an obstacle on the spiritual path to God.

India does possess a lot of wealth and there are those who enjoy displaying it, but for the most part, showing off is something they shy away from. Interestingly, there is a fear that a person with jealousy and ill intentions will cast their “nazar” (evil-eye) upon those who show their wealth and success and through it bring about poor fortune.

Leadership Styles: It was important to understand the cultural dimensions these leaders personally possess and experience in their work environment as it makes it easier to rationalise why they fit into certain leadership categories. Goleman’s framework splits Leadership into six different styles, Commanding, Visionary, Affiliative, Democratic, Pacesetter and Coaching. The interviews along with Hofstede’s Cultural Dimensions illustrate which are the dominant styles for New Zealand and Indian leaders.

The differences are quite dramatic highlighting the importance of each country’s leaders understanding how the other operates before engaging in business with them.

5.4. New Zealand Leadership Styles

New Zealand leaders can be classified primarily as Democratic, then Affiliative, with a small degree of Coaching too. This is based on the behaviours and experiences discussed in the interviews with this research’s interviewees.

This style’s impact on organizational climate is not as high as you might imagine. By giving workers a voice in decisions, democratic leaders build organizational flexibility and responsibility and help generate fresh ideas. But sometimes the price is endless meetings and confused employees who feel leaderless.

(Goleman, 2000)



Six Leadership Styles						
	Commanding	Visionary	Affirmative	Democratic	Pacesetter	Coaching
The Leader's modus Operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standard for performance	Develops people for the future
The Style in a phrase	"Do what I tell you"	"Come with me"	"People come first"	"What do you think"	"Do as I do, now"	"Try this"
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most Strongly positive	Positive	Positive	Positive	Positive

Adapted from Goleman, "Leadership that Gets Results", Harvard Business Review, March-April 2000 p.82-83

Affiliative and Democratic behaviours are exhibiting through the low power distance relationship and willingness to consult before making decisions. New Zealanders believe in the importance of clear communication and collaboration to achieve goals.

When there is an air of uncertainty about then leaders will collaborate with their teams to create a shared solution and build buy-in from the team.

One of the interviewees did place much importance on the professional development of staff so they could contribute more to the organisation but also for their own personal betterment.

Considering this, Coaching can be seen as an area New Zealand leaders show some inclination towards.



Overall, New Zealand leaders can be classified as Democratic as their behaviours fall most closely within this category being collaborative with subordinates, having a low power distance gap and a freedom to communicate up and down the hierarchy.

5.5. Indian Leadership Styles

Indian leadership styles are not as spread over Goleman's framework as New Zealand with the dominant style is clearly being Commanding.

This "Do what I say" approach can be very effective in a turnaround situation, a natural disaster, or when working with problem employees. But in most situations, coercive leadership inhibits the organization's flexibility and dampens employees' motivation.

(Goleman, 2000)

This style does sound quite dangerous, and Goleman himself notes that is one of the more negative styles in his framework. The Indian leaders interviewed did not complain nor say they preferred other styles, so it is outside of the bounds of this research to comment on whether this style is effective in India.

The high power-distance, fear of questioning authority and collectivist mentality suggest Indian leaders are Commanding. Direction is given top-down and subordinates must comply. It is normally a style best used in times of crisis but in India, it is a norm. An INL explained that while India is a country with a very long history, it has been less than 100 years since it gained independence. Because of this, it has not severed institutionalised leadership tropes of

the British Raj and the feudal leaders before them. He believed this had an influence on the dominant leadership style, Commanding.

Visionary leadership is also prevalent, but to a lesser extent. It is a more positive style than Commanding and one which has been adopted more recently. In the finance and IT industries it was seen as a way to motivate staff to achieve targets. It was used in the IT industry as a means to engage teams to tackle projects for which they have little experience in managing.

This leadership style was used to inspire employees to become more ambitious and thereby become more productive and results driven.

Indian leaders felt Commanding leadership was the most appropriate to deliver outstanding results. While it was appreciated that employees should be treated as people this was seen as a secondary issue where the primary was to achieve organisational and team objectives.

6. Implications

The findings of this study present several implications to the business world on both an economic and emotional level. Understanding the leadership styles allows for more meaningful economic exchange as this affords lower barriers and a personal understanding of the party's communication is with.

1. Inter-country and inter-business exchange can be met with a wealth of barriers such as culture, communication, language and emotions. A potential barrier to effective exchange between New Zealand and India is an understanding of the other party's leadership styles and how they act in their own environment. This research has now clearly defined the differences between the two countries and therefore can arm

leaders dealing with another country with a baseline knowledge and appreciation of the other party's behaviour.

2. Further to the previous point, this will allow for this barrier to be lowered and pave the way for leaders to formulate strategies as to how they will approach each other to show understanding of their personal style and feel comfortable exhibiting their own.
3. As noted earlier the Hay Group performed a study illustrating a majority of Indian leaders exhibited the Commanding style of leadership as defined by Goleman. This research acts as further evidence to the Hay Group's findings and also tells us that in the three years since the Hay Group study was performed, the status quo has remained.
4. There is potential for leaders who migrate to feel uncomfortable in their new setting due to differences in personal behaviour versus the expectations of the environment. Having understood the findings presented here can allow for reflection on whether adjustments can be made, or need to be made, to prevent causation of conflict in the workplace.
5. Similarly, the findings will be highly valuable knowledge to leaders who host or hire leaders from another country. As there are some core differences in behaviours, one can establish preparedness to manage any potential conflicts or make adjustments to environment to be welcoming of the different style.
6. While at its core New Zealand and Indian leaders function quite differently, there are a number of commonalities which are shared. It is possible that building relationships



on this mutual ground could act as an “ice-breaker” and relieve any tension between parties.

7. The research has identified a gap in studies done on New Zealand leadership styles. It would be of great value for this to be explored further as the data could lend itself well to many other further studies.
8. There is much to explore in the New Zealand/India relationship. This study can act as a platform for further studies to be done. For example, comparatively analyse leaders in particular industries or organisations.

7. Limitations

This research project was met with a number of limitations worth considering. The initial issue comes with the sample size used for interview participants. Three New Zealand leaders and three Indian leaders were interviewed to represent the leadership style of a country with a population of 4.5 million and 1.3 billion respectively. Naturally, it is unreasonable to interview all leaders in each country, but a larger sample size could have provided additional insights this smaller sample may not have availed.

Additionally, the research does not take into consideration the dynamics of gender, age, industry or specific location. The participants come from a range industries, are a mixed age and gender. It is also based on countries, rather than smaller and defined areas. While this variation creates a good representation of the overall dynamism of the people they represent it risks over generalisation of them. There is potential that defined research could have harboured more accurate results.

Another potential weakness in this study lies in language barriers which can present themselves. Though the researcher speaks and understands English, Gujarati and Hindi, India is home to 22 languages and over 700 dialects¹⁷. To avoid issue of interviewing those speaking languages or dialects foreign to the researcher interviews will be conducted in English only however Indian interviewees may find it easier to express themselves in their primary or native tongue and potentially misspeak if they are not entirely confident with what they're saying in English.

Finally, the time constraints of needing to complete this project by October while working full-time, running a business, looking after a family and completing four other MBA papers, proved quite taxing, and so other analytical opportunities may have been missed.

8. Further Research

Through this research a number of areas concerning leadership were touched upon but are deserving of focused study. The primary subjects are noted with interest for future review by the researcher in no particular order.

8.1. New Influences on Leadership

A theme through the interviews with Indian leaders was that cultural norms were being challenged by three factors

1. Increasing globalisation with the West
2. New leaders bringing with them unique perspectives

¹⁷ <https://www.justlanded.com/english/India/India-Guide/Language/Languages-in-India>



3. The on-going process of modern India finding its own identity

While India is currently dominated by an authoritative and commanding style of leadership, this dominance appears to be at risk. Further research into how Indian leadership is being influenced by these three factors would help to understand the direction the country is heading, and how this change will affect relations with other nations.

This leads to another question being whether it is necessary that Western nations, such as New Zealand, attempt to adapt to or adopt the current Indian style of leadership if the Indian style is going to lose dominance anyway.

8.2. Is Democratic/Commanding Leadership Good/Bad?

Goleman notes that a Commanding style of leadership is negative, but India has proven to be an effective economy. There is scope here then to investigate whether the Commanding style of leadership is actually effective in India (and other countries) and thereby establish whether it is reasonable to continue calling the style negative.

New Zealand leadership could also be scrutinised to determine whether the Democratic style of leadership is inhibiting the country's economic growth.

8.3. How History Has Shaped Leadership

It is clear what leadership styles are dominant in New Zealand and India but why they are dominant is an area worth exploring. In an interview with an Indian leader it was suggested India maintained some feudalistic mentality as per Indian history prior to England's involvement with the country. Confucius once said "study the past if you would define your future". By understanding how these leadership styles came to dominance it could become prophetic what to expect in the future of leadership styles for these countries.

9. Conclusion

This study sought to answer the following questions

1. What are the common leadership styles in India?
2. What are the common leadership styles in New Zealand?

To answer the core question:

What are the commonalities and differences in leadership styles between Indian and New Zealand leaders?

Questions 1 and 2 have been answered using Hofstede's Cultural Dimensions and Goleman's Six Leadership Styles as frameworks. New Zealand's dominant style is that of a Democratic leader and India is that of a Commanding leader.

When asked, New Zealand leaders described their leadership style with words like collaborative, participative, and adaptive. The Indian leaders used vocabulary such as professional, directing and enabling.

The interview data interpreted using the Hofstede's Cultural Dimensions and Goleman's Six Leadership Styles illustrates the deep contrasts the two countries have in their approach to leadership. The following illustrates further commonalities and differences within the leadership styles as while the overall styles are different certain facets are similar.

Commonalities

- The belief that if you work hard, you will be rewarded for this. Further to this, while this is self-serving, there are benefits to the team and organisation which act as a secondary gain.
- High need for achievement; success is important.
- The young are perceived as frivolous but with unique perspective
- Ambiguity is tolerated however the reasons for this differ

Differences

- The power distance gap is perhaps the starkest of contrasts in this comparison. Where a level playing field is common in New Zealand such a concept is not widely entertained in India.
- In India, hierarchy must be respected and authority is not to be questioned. Doing so can be deemed as a sign of disrespect or insubordination
- New Zealand leaders get buy-in by being empathetic and welcoming discussion
- Indian leaders gain compliance (mostly) through coercion

The study has successfully identified the commonalities and differences in cultural and leadership styles between Indian and New Zealand leaders. It has explained the cultural elements of the leadership styles with Hofstede's Cultural Dimensions. It has established the dominant styles under the Goleman's Six Styles of Leadership framework as Commanding for India and Democratic for New Zealand. It has shown New Zealand and India have very different approaches to leadership.

The scope of this research was to determine the dominant styles in each country and comparing them. Though it has been successful in doing this, it is clear further research is required to explore how this knowledge can affect or influence relations between the two countries. As discussed in the Implications and Further Study sections, there are a number of avenues this researcher can and intends to explore now that this research's data has been obtained.



ACKNOWLEDGEMENTS

I feel a certain degree of obligation to take this opportunity to express my largely unspoken gratitude to the many people who have provided encouragement, motivation and purpose to complete this project, and to persist through adversity during the MBA programme.

Their support, camaraderie and critique have influenced not only the quality of my work but my quality as a person. I should hope the bond of my cohort remains beyond our graduation and into the rich lives we will entertain thenceforth.

Specifically, I need to express my sincerest of thanks to my loving wife and her unending care for me, Sonam Gandhi. It is her belief in me that has made me believe in myself and makes me strive for greatness and nothing less. Also, to the greatest friend I could never deserve, Simon Daisley. You are the one with an ear always available no matter the time, and a tolerance of my irrationality like no other.

Your support and understanding are the pillars of my success.

The shape of this project would be rather deformed were it not for the guidance of my supervisor, Dr Kala Retna. With her empowerment, this project was moulded into something worthwhile. Our discussions, though few in number, were of infinite value.

Another worthy mention is the India Trade Alliance. Their interest and support affirmed to me that there was an audience for this report, and that the findings were definitely of value. It is heartening to see an organisation so committed to building stronger economic ties between New Zealand and India.

And lastly, my thanks go to the institution which granted me this life-changing opportunity, and the lecturers I have learned so much from over the course of the MBA. Thank you, Victoria University of Wellington; it has been quite a ride.

With all that said, I would like to dedicate this paper to my young sons Riom and Jian, as all I do I do for them.

Most Sincerely,

Mayur Gandhi



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Appendix

A. Consent Form for Personal Interview Template



Consent Form for Personal Interview

Personal Interview

CONSENT FORM

I agree to be interviewed by Mayur Gandhi for the purposes of his MBA Business Research Project and consent to the use of my opinions and information. I understand that none of the opinions or statements that I make during the interview will be attributed to me personally, and that I may withdraw from the research before 30 September 2016. I am also aware that the findings derived from this study will be published in the Victoria University Library and excerpts may be included in academic publications and/or academic conferences.

I have been informed of the purpose of the research and the confidentiality conditions.

I understand that raw data collected during the interview will only be available to the researcher, name, and his supervisor, Dr Kala Retna.

I have been informed that a summary of the report will be provided before the project is submitted for examination.

Name: Date:

Signed:

If you would like a copy of the research summary please add your email/address below:

.....



B. Letter Request for a Personal Interview Template



Letter Request for a Personal Interview

1 August 2016

{Name}
{Title}
{Company Name}
{Address}

Dear XXXXX

I would like the opportunity to interview you as part of my MBA Business Research Project. The research is concerned with analysing and comparing leadership styles between New Zealand and India. The interview is designed to take between 30-40 minutes.

The success of this research is reliant upon your honest opinion so maintaining confidentiality is of the utmost importance. **Under no circumstances will the information presented during the interview be attributed to any one individual. The organisation will be identified but your name and title will remain anonymous.** Interview tapes and transcripts will be kept in a locked office, and will be destroyed 5 years after the conclusion of the research. The research findings will be published in the Victoria University library and excerpts may be included in academic publications and/or academic conferences.

Victoria University of Wellington has granted ethical approval as a teaching activity and this project has been reviewed by the Course Coordinator.

With your permission the interview will be recorded and a summary of the report will be provided before the project is submitted for examination. If you for any reason would like to make contact regarding this research please contact one of the following:

Mayur Gandhi (researcher)	+64 21 751875	gandhimayu@vuw.ac.nz
Dr Kala Retna (supervisor)	+64 4 463 5066	kala.retna@vuw.ac.nz

Yours sincerely

Mayur Gandhi



C. Interview Prompt Guide

Interview Guide

This document is for the researcher to help them stay on track and extract usable data from the interviewees. Questions are only a guide.

- Please describe your view of your own leadership style
- What type of leadership have you experienced?
- Do you have a preference for a particular style of leadership, both for yourself and for your own superiors?

While these questions have been noted, it is important that opportunities to explore responses provided will be taken. Therefore, some answers may lead to further questions and a deeper understanding of the original answer while maintaining personal and cultural sensitivity.

The following are questions which may be asked to help elaborate on details.

- What has your experience been of role of authority in your leadership experience?
- How do you deal with subordinates questioning your directives?
- As a leader, how do you see yourself when compared to your subordinates when viewed from a hierarchical standpoint?
- Explain your relationship like with your reporting leader?
- Do you take time to get to know your staff?
- Do you think it is necessary to look out for team members or just yourself?
- Do you share successes with the team?
- Do you socialise with your staff outside of work?
- Is achieving important to you, and how so? If it is not important, why is this?
- How do you feel about recognition or awards for work done?
- How do you feel when tasked with work that is laced with ambiguity?
- Why's this and can you give me an example of when this may have occurred?
- Do you work normatively, or pragmatically?
- Have you experienced other colleagues take a different approach to yours? How did you react to this?
- “Work should be fun”, or “work should be work.” Which is more familiar to you and why?
- Describe an experience at work that has made you genuinely happy? What about the same for one of your staff?

The purpose of the interviews is for the researcher to understand the interviewee's personal leadership style as a leader within their country.



D. Interview Data Summary

Summary of Interview Data

The following is a collection of the key-points and themes taken away from the interviews with New Zealand (Data-set A) and Indian (Data-set B) leaders.

Interview Notes

The following is a collection of key points extracted from interviews with New Zealand leaders (NZL)

Notes on personal leadership style

NZL Interviewee 1

- Describes self as a “collaborative leader”
- Prefers to consult and listen to the team rather than direct
- Will balance this with authority when it is required (in moderation)
- Is passionate about empowering staff
- Feels her style may be exceptional in that it is not a commonly shared style
- Has low-tolerance for micro-managing as has more of a preference for autonomous work.
- Expects to be trusted if has historically proven capability
- Finds the collaborative style influences easier buy-in to organisational objectives
- Encourages two-way communication

NZL Interviewee 2

- It is an inclusive or participative style
- It is important to understand and appreciate the talent you are surrounded by
- Takes on accountability for actions of the team
- Will wear the losses on self but share the successes
- Must be adaptive to the needs of the environment and task at hand
- Believes in giving direction and a starting point, but also believes in giving subordinates autonomy
- Believes that one size does not fit all. This means that the situation and task will dictate the most appropriate leadership style which needs to be characterised. This is particularly true when dealing with persons abroad. One must synchronise with the foreign culture to maximise value of the exchange
- Important to make clear to subordinates that you are their leader, but not in a hostile manner
- Important not to blur the lines too deeply between friend and colleague
- Also important that staff feel empowered and so have the ability to achieve

- One size does not fit all
- Outside of work socialising with subordinates is minimal

NZL Interviewee 3

- Described as a collaborator
- Prefers to make decisions after getting input from the team
- Understand that certain decisions do require executive level control
- Respects the experience team members have and ensures it is utilised
- Tries not to influence decisions
- Believes the best decisions can be made together
- Prepared to go with the majority vote even if it is against personal opinion
- “If you want to get ahead in life you must put the effort in.”
- Important to get to know staff personally. Social activities organised within work hours.
- Likes sharing and celebrating success of individuals with the team and through social media where possible (very important)

General Notes (All NZL’s)

- Important to keep social and professional life separate
- This is to maintain a work/life balance
- Despite the collaborative style/two way communication, not all subordinates will share information and so it may be learned second hand.
- Deals with ambiguity fine. Happy to work on an issue to figure it out for herself. Prefers not to have exhaustive detail.
- Though New Zealand is part of the West, other Western nations have varying styles of leadership. Experiences with Australia in particular show a more authoritarian style as the most prevalent.
- Common style in New Zealand would be relaxed and friendly, but with authoritarian undertones (while a leader and subordinate may entertain a level exchange, the leader will assume authority when the situation demands it)
- Ambiguity of tasks is welcome as it stimulates deeper conversation
- Depending on the task at hand, you need to be authoritative (tactical situations)
- Humbled in recognition, prefers to share success rather than “drink from the cup”
- Encourage risk taking. Suggests team be innovative and take chances (within reason)
- Achievement is personally important
- Willingness to adapt when in exchange in foreign countries is essential to establishing positive outcomes.
- Surrounding yourself with “smarter people” and letting them do what they do best is a smart way to lead and allow the team to feel empowered.



- Feels leaders/managers here view staff as an irritation for the most part as their focus is other aspects of business such as the customer, managing manager expectations and general workload.
- Experience in the UK is quite similar.
- Mushroom management occurs
- Staff are given more autonomy and so leaders are less hands-on
- NZ leaders are reasonably down to earth

Interview Notes

The following is a collection of key points extracted from interviews with Indian leaders (INL)

Notes on personal leadership style

INL Interviewee 1

- Describes self as an “enabler”
- Gives autonomy to technically skilled employees
- Need to be good with people
- Need to be open to suggestions and sharing of ideas
- Must be adaptive to the workplace environment. Authoritarianism has its place.
- Promotes creativity in the appropriate setting.
- Important to adhere to rules
- Sometimes it is important to show your power

INL Interviewee 2

- Dedicated to the workplace
- Creates an environment where people become loyal to each other and the company
- Important to understand subordinates on a personal level
- Is more akin to the traditional Indian style (see general notes)

INL Interviewee 3

- Having personal experience in the banking sector for more trust to be granted by his subordinates
- It was important to maintain a sense of professionalism
- He shares an open communication relationship with his subordinates
- This fosters closer and more personal relationships
- It also encourages a culture of having the freedom to make queries.
- He noted it was important to show he was always happy to answer queries
- Most importantly INL says establishing mutual trust is integral to a positive and productive relationship



- By creating a positive relationship staff should not need to be pushed to achieve but instead naturally feel they should.
- Always make clear what their (subordinates) role is, and what is expected of them. Makes him and his staff more effective.
- Important to involve people in work and decisions.
- The main ingredient (in being a leader) and the most basic thing is to be a good human being.

General Notes (All INL's)

- India has a mix of leadership styles but it is mostly contrasted between authoritarian and enabling styles. The difference comes from the type of environment.
- Manufacturing and sales, output based workplaces have more authoritarian leadership styles. Innovation is not promoted or deemed necessary.
- It is more common to see authoritative leaders in India who aren't afraid to display their legitimate power
- Has experienced both enabling leadership and authoritarian
- Is not afraid to take the team out for lunches/socialising. Is prepared to pay out of his own pocket.
- Important to be friends with subordinates
- Must be careful not to blur the line
- While work should be fun, ultimately, it is about getting things done, so that takes precedence
- When given ambiguous tasks, they are not questioned. Instead prototypes of how the issue will be tackled will be shown and suggestions and clarification gathered at that point
- Does not feel you can really question ambiguity when it initially presents itself.
- Has witnessed a new generation slowly come into the leadership space with very different attitudes
- These people are very outspoken
- They have fresh ideas and seek much change
- The new generation are MBA graduates and Ivy leaguers
- They won't take full control until the current guard retire.
- India came out of the British Raj needing to gain control.
- British systems remained adopted.
- India has always been feudalistic
- The mind-set has remained slightly feudalistic
- Authority is a cultural attribute which has passed from family to workplace. Elders and people in positions of power are respected, not questioned, and sometimes feared.
- Ultimate decision making stays with the leader, will not accept other people's ideas and may take credit if they are adopted
- Subordinates can always speak, but only in a way that their boss will be happy to hear
- Openness of dialogue is treated with caution

- The government operates like this still
- The private sector, such as companies like TCS, give freedom to lower management to act
- Common for leaders to have risen through the ranks
- Has witnessed how employees interact in other Western countries and notes very different cultural dynamics to India.
- People were a lot more open with each other
- Hierarchy and authority was not as visible
- Felt like there was a lack of obedience in the West
- His experience with superiors and other leaders has been similar to how he acts as a leader.
- Relationships with subordinates and managers have been carried on outside of working hours and indeed outside of organisations too.
- It is important to cultivate these relationships as your reputation follows you everywhere.
- Singular thinking is not the preferred way to operate. One brain is bad, multiple brains is even better.
- In cases of ambiguous tasks INL is prepared to question the directives to gain clarity as it is not fair for him to request his subordinates to perform tasks he is not completely comfortable with. Clarity is important.
- Sharing success is good economics. Fostering a team where success is shared and celebrated automatically wears off on a leaders' reputation. It is selfish to think of personal achievement ahead of subordinates.
- He hopes his leadership can add value to subordinate professional career.



E. Cultural Dimensions Data Summary

Hofstede's Cultural Dimensions

Based on the responses provided, the data was considered under each of the cultural dimensions and was placed on a scale of High, Medium and Low in each of the Hofstede's Cultural Dimensions categories.

This was done for each category

NEW ZEALAND LEADERS

Power Distance Index		
High	Medium	Low
Individualism vs Collectivism		
High	Medium	Low
Ambition vs Complacency		
High	Medium	Low
Uncertainty Avoidance		
High	Medium	Low
Long-term versus Short-term Orientation		
High	Medium	Low
Indulgence versus Restraint		
High	Medium	Low

INDIAN LEADERS

Power Distance Index		
High	Medium	Low
Individualism vs Collectivism		

High	Medium	Low
Ambition vs Complacency		
High	Medium	Low
Uncertainty Avoidance		
High	Medium	Low
Long-term versus Short-term Orientation		
High	Medium	Low
Indulgence versus Restraint		
High	Medium	Low



F. Similarities and Differences from Interview Data

Similarities and Differences between NZL and INL Data

S: Similarities between data-sets D: Differences between data-sets

Data-Set A: New Zealand Leader Interviews

Similarities or Differences	Themes
D	Low power distance relationship between leaders and subordinates
S	Working hard is the path to success
S	High need for achievement
D	General ambivalence towards ambiguity in the work environment
S	Young are frivolous, so boundaries between work and social lives need to be maintained

The NZL themes noted above when considered in tandem with the NZL key points & placement along the scales of Hofstede's Cultural Dimensions establish an alignment to the definitions of a Democratic, Affiliative and (to a lesser extent) Coaching style of leadership as described in Goleman's Six Leadership Styles.

Data-Set B: Indian Leader Interviews

Similarities or Differences	Themes
D	Very high power-distance relationship between leaders and subordinates. Leaders/managers must be listened to and not questioned.
S	Hard work leads to success.
S	High need for achievement
S	Being successful is very important to individuals
D	Ambiguity is tolerated in the workplace, partly due to fear of questioning directives
S	Young people's attitudes and perspectives clash with management level persons, therefore barriers are required separating social and work-life to maintain legitimacy of authority

The INL themes noted above when considered in tandem with the INL key points & placement along the scales of Hofstede's Cultural Dimensions establish an alignment to the definitions of a Democratic, Affiliative and (to a lesser extent) Coaching style of leadership as described in Goleman's Six Leadership Styles.