



**“If a man does not keep pace with his
companions, perhaps it is because he
hears a different drummer”**

—HENRY THOREAU

**ZUKUNFTSORIENTIERTES DENKEN
KULTURELLE UNTERSCHIEDE**

Richard Lewis

Linear vs. Flexibel vs. Zyklisch

Geert Hofstede

langfristige vs. kurzfristige
Orientierung

Philip Zimbardo

past-, present- oder future oriented

Edward T. Hall

Monochron vs. Polychron
Sequenziell vs. Synchron

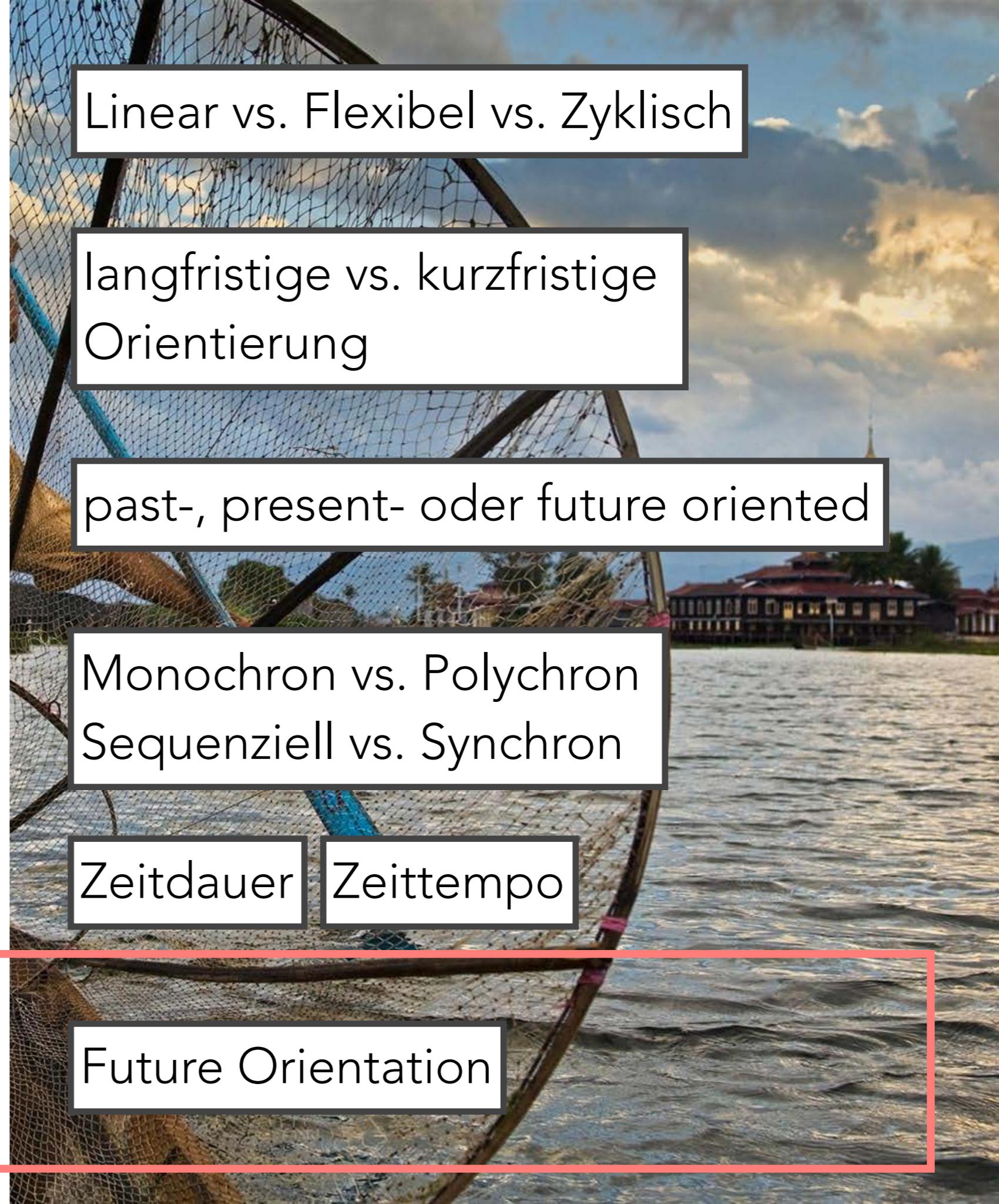
Fons Trompenaars

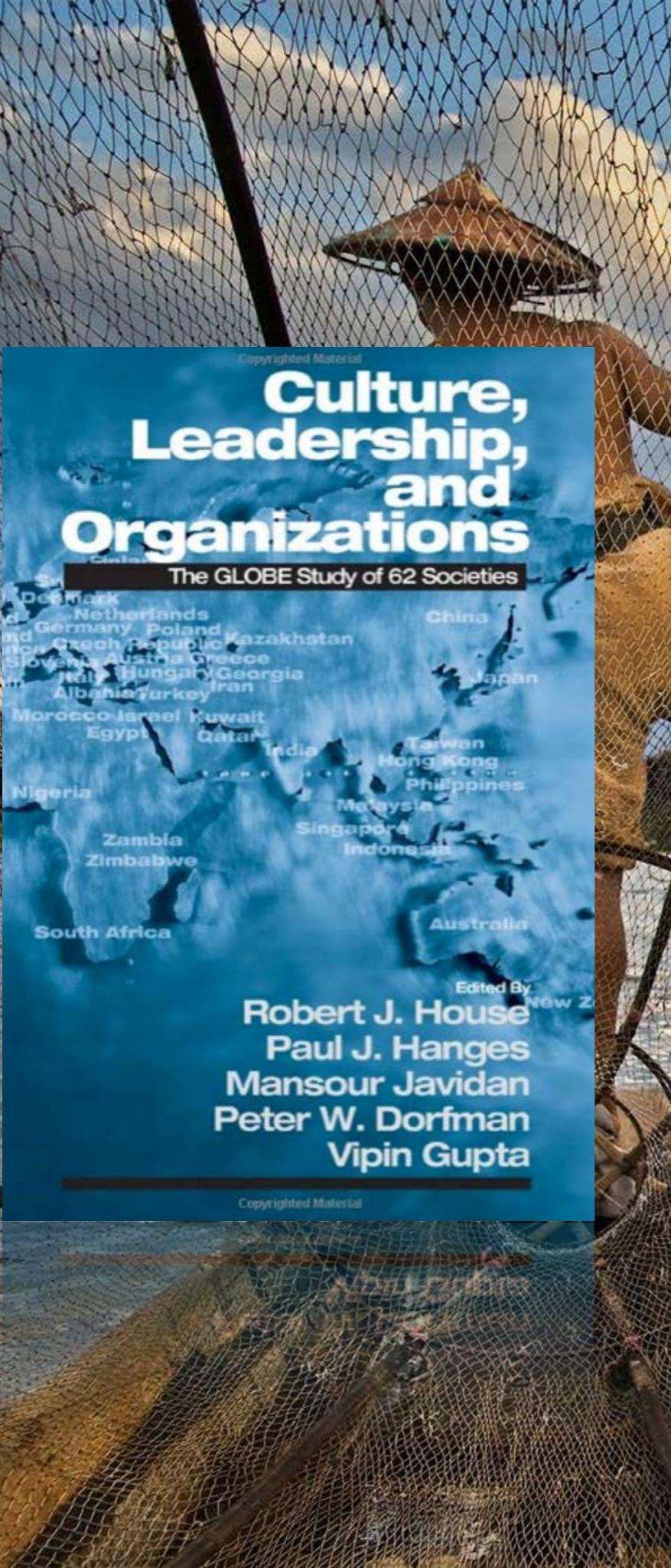
Robert Levine

Zeitdauer Zeittempo

Robert J. House

Future Orientation





Global Leadership and Organizational Behavior Effectiveness Research (GLOBE Study)

House et al. (2004) > 2007 Ergänzung
1991 - 2004
62 Gesellschaften untersucht
9 Kulturelle Dimensionen
3 Segmente: Gesellschaft, Organisation, Leadership
Umfragedaten von 17.300 Managern aus 951
Organisationen (Finanz-, Lebensmittel- und
Telekommunikations-Industrie)

9 Kulturelle Dimensionen:

Performance Orientation, Uncertainty Avoidance, Humane Orientation,
Institutional Collectivism, In-Group Collectivism, Assertiveness, Gender
Egalitarianism, **Future Orientation**, Power Distance

GLOBE STUDY: FUTURE ORIENTATION

Grad zu dem sich Individuen in Organisationen oder Gesellschaften an zukunftsorientiertem Verhalten beteiligen (z.B. zukunftsorientiert Denken, Zukunft planen, Investitionen in die Zukunft und Belohnung aufschieben)

IST-ZUSTAND vs. SOLL-ZUSTAND

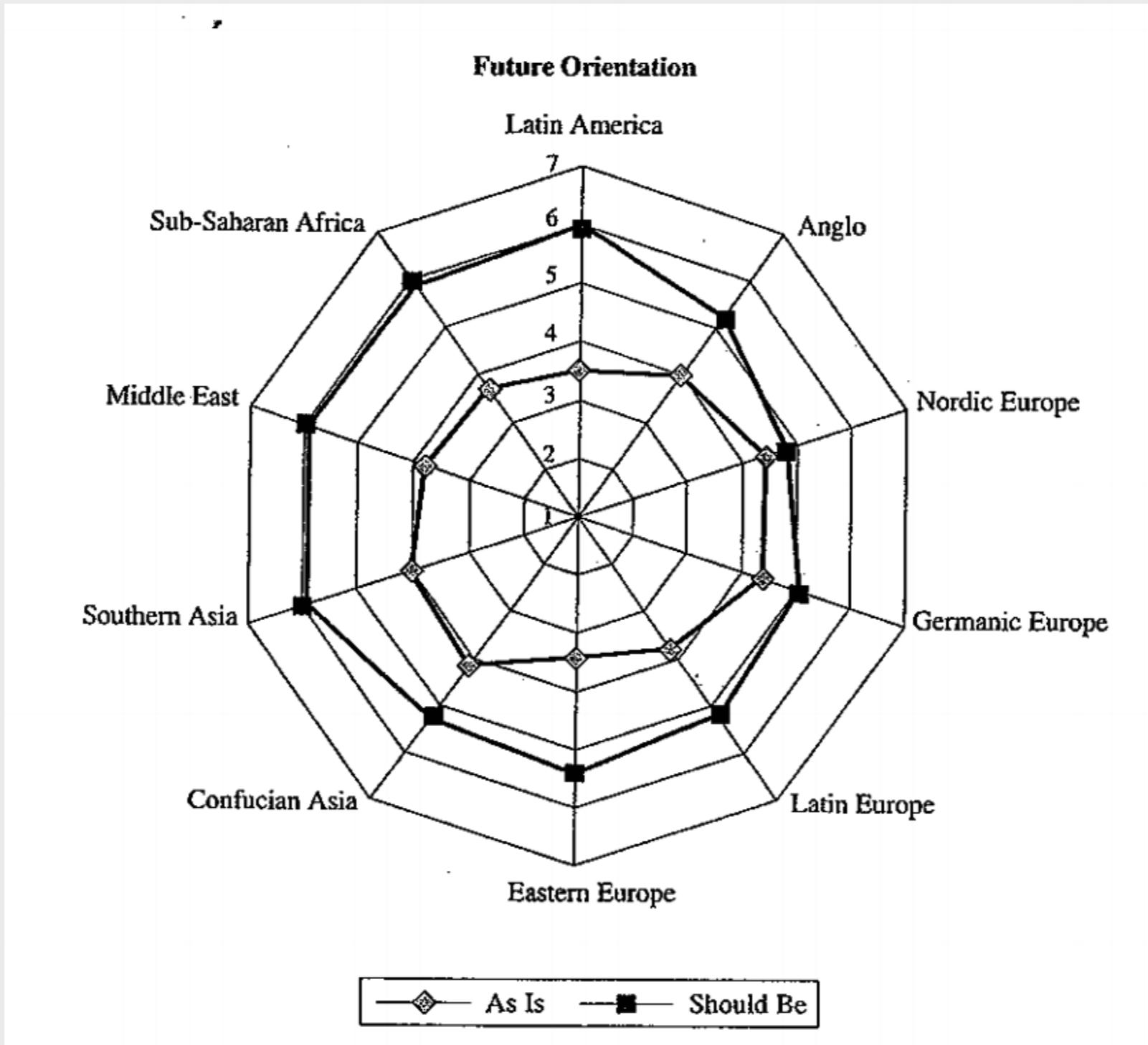
Table 13.2a Future Orientation: Society Practices (As Is)

1. In this society, the accepted norm is to: (reverse scored)						
Plan for the future						Accept the status quo
1	2	3	4	5	6	7
2	3	4	5	6	7	
2. In this society, people place more emphasis on:						
Solving current problems						Planning for the future
1	2	3	4	5	6	7

Table 13.2b Future Orientation: Society Values (Should Be)

1. I believe that the accepted norm in this society <i>should be</i> to: (reverse scored)						
Plan for the future						Accept the status quo
1	2	3	4	5	6	7
2	3	4	5	6	7	
2. I believe that people who are successful <i>should</i> : (reverse scored)						
Plan ahead						Take life events as they occur
1	2	3	4	5	6	7

GLOBE STUDY: FUTURE ORIENTATION



IST-ZUSTAND vs. SOLL-ZUSTAND

1.....

3.85

5.48

....7

GLOBE STUDY: FUTURE ORIENTATION

Table 13.5 Future Orientation: Society Practices*

Band					
A		B		C	
Country	Score	Country	Score	Country	Score
Singapore	5.07	Sweden	4.39	El Salvador	3.80
Switzerland	4.73	Japan	4.29	Qatar	3.78
South Africa ^a	4.64	England	4.28	Zimbabwe	3.77
Netherlands	4.61	French-speaking		China	3.75
Malaysia	4.58	Switzerland	4.27	Turkey	3.74
Austria	4.46	Germany ^c	4.27	Ecuador	3.74
Denmark	4.44	Finland	4.24	Portugal	3.71
Canada ^b	4.44	India	4.19	Iran	3.70
		Philippines	4.15	Zambia	3.62
		U.S.	4.15	Bolivia	3.61
		South Africa ^d	4.13	Costa Rica	3.60
		Nigeria	4.09	Slovenia	3.59
		Australia	4.09	Kazakhstan	3.57
		Hong Kong	4.03	Spain	3.51
		Ireland	3.98	Namibia	3.49
		South Korea	3.97	France	3.48
		Taiwan	3.96	New Zealand	3.47
		Germany ^e	3.95	Thailand	3.43
		Mexico	3.87	Georgia	3.41
		Egypt	3.86	Greece	3.40
		Indonesia	3.86	Venezuela	3.35
		Albania	3.86	Colombia	3.27
		Israel	3.85	Kuwait	3.26
		Brazil	3.81	Morocco	3.26
				Italy	3.25
				Guatemala	3.24
				Hungary	3.21

Table 13.6 Future Orientation: Society Values*

Band					
A		B		C	
Country	Score	Country	Score	Country	Score
Thailand	6.20	Colombia	5.68	Australia	5.15
Namibia	6.12	South Africa ^a	5.66	Austria	5.11
Zimbabwe	6.07	Bolivia	5.63	Finland	5.07
Nigeria	6.04	Spain	5.63	Netherlands	5.07
El Salvador	5.98	India	5.60	England	5.06
Ecuador	5.94	Georgia	5.55	Kazakhstan	5.05
Philippines	5.93	New Zealand	5.54	France	4.96
Qatar	5.92	Singapore	5.51	Sweden	4.89
Italy	5.91	Hong Kong	5.50	Germany ^c	4.85
Guatemala	5.91	Russia	5.48	French-speaking	
Zambia	5.90	Portugal	5.43	Switzerland	4.80
Malaysia	5.89	Slovenia	5.42	Switzerland	4.79
Mexico	5.86	Albania	5.42	China	4.73
Morocco	5.85	Canada ^b	5.35		
Iran	5.84	U.S.	5.31		
Turkey	5.83	Japan	5.25		
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Hungary	5.70	Taiwan	5.20		
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GLOBE STUDY: HIGH FUTURE ORIENTATION

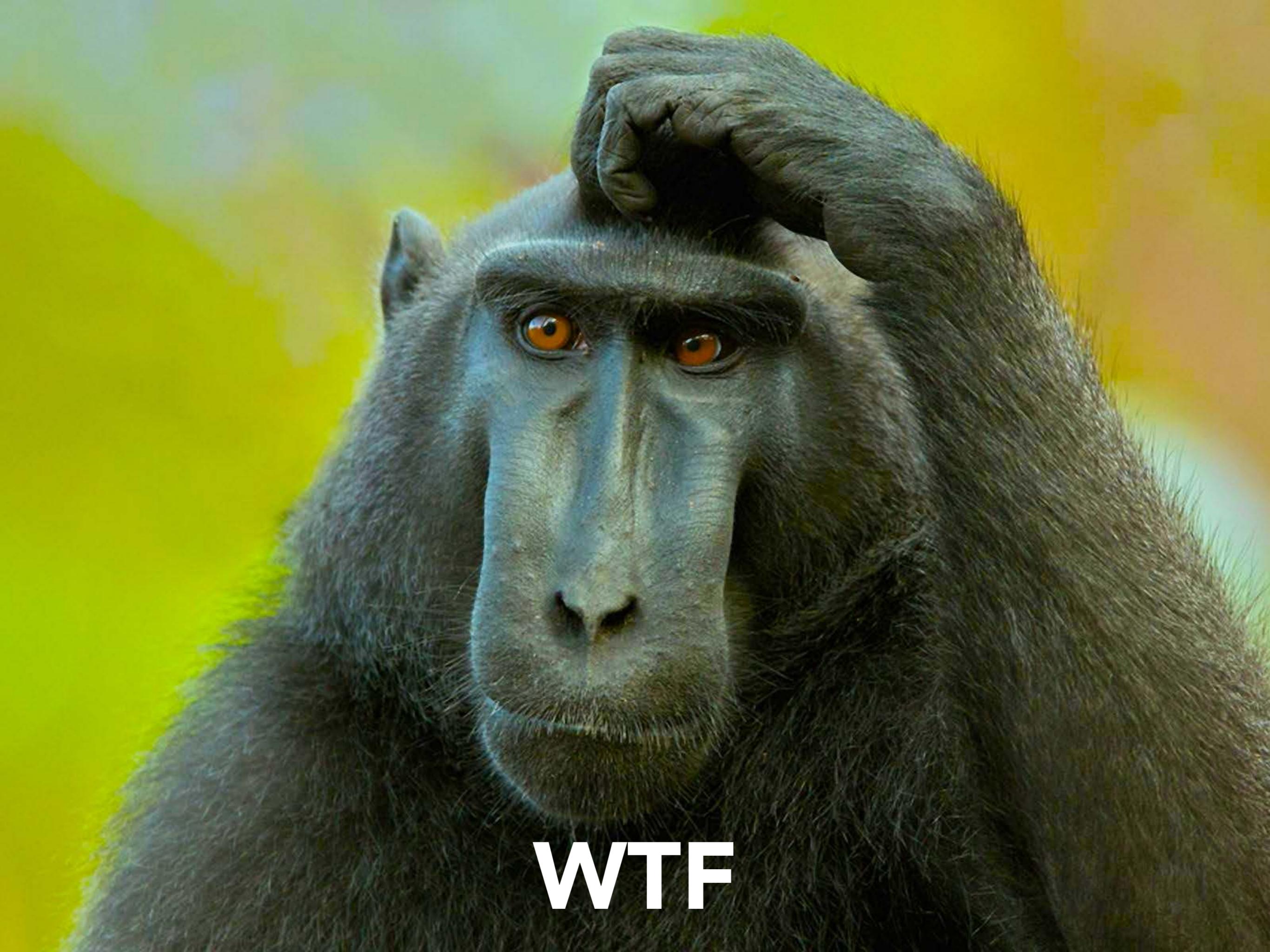
IST-ZUSTAND

- HOHER INDIVIDUALISMUS
- HOHE LEBENSQUALITÄT
- BESSERE SOZIO-ÖKONOMISCHE LAGE
- MEHR WISSENSCHAFTLICHER FORTSCHRITT
- DEMOKRATISCHE POLITISCHE IDEALE
- GENDER GLEICHBERECHTIGUNG
- GERINGERE ROLLE VON FAMILIE, FREUNDEN, RELIGION

SOLL-ZUSTAND



- INSTABILE LAGE (WIRTSCH. & GESELLSCH.)
- GERINGER WISSENSCHAFTLICHE FORTSCHRITT
- EHER POLITISCH INAKTIV
- GENDERUNGLEICHHEIT
- STARKE GEWICHTUNG VON FAMILIE U. FREUNDE
- HOHE SPIRITUELLE/RELIGIÖSE ORIENTIERUNG
- EHER IN TROPISCHEN GEBIETEN UND IN DER SAVANNE



WTF

1.

OPPORTUNITY!!!!

Table 3.5 Future Orientation: Society Practices*

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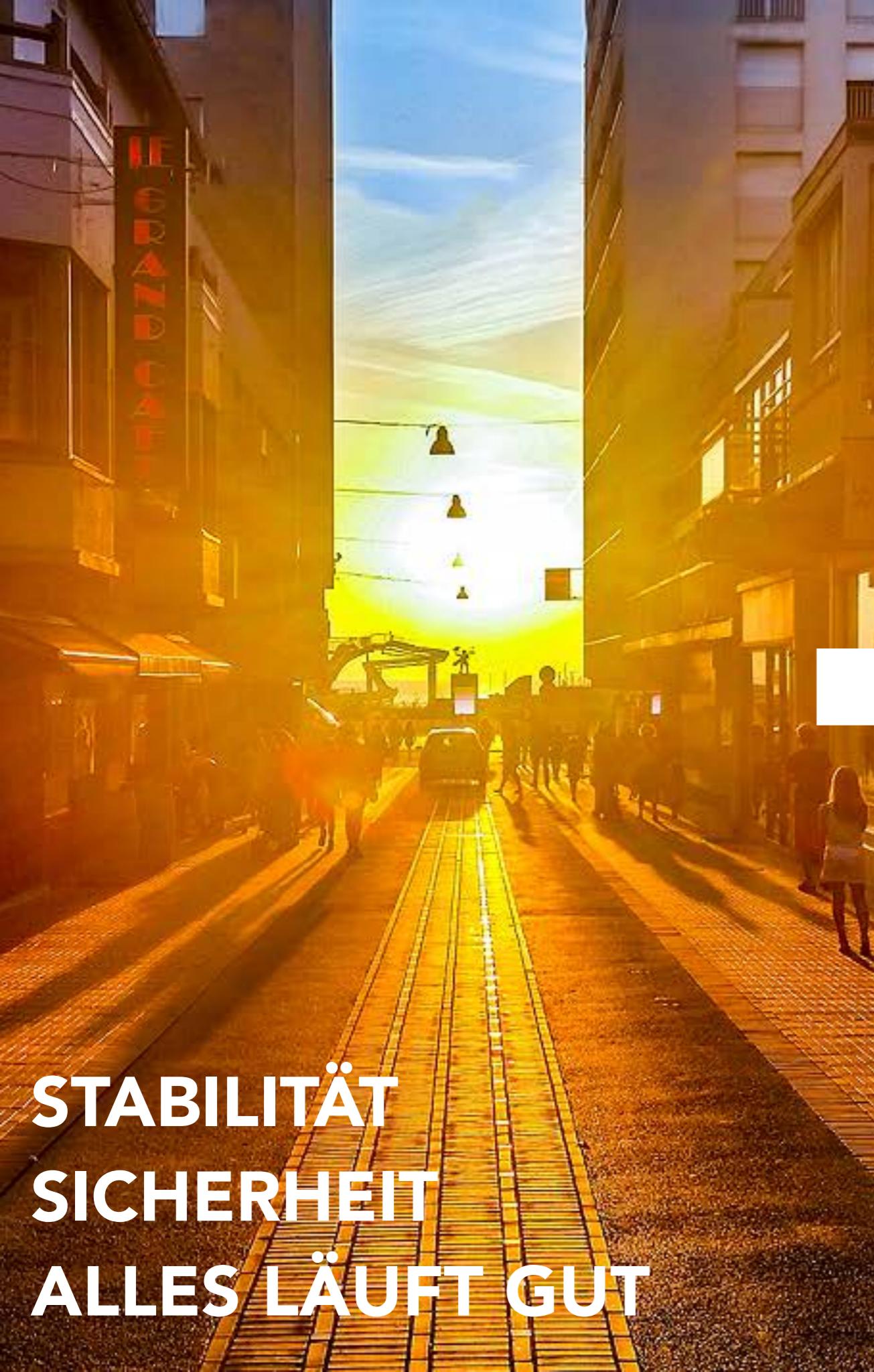
2.



**UNSICHERHEIT
INSTABILITÄT
SCHLECHTE LAGE**



**STARKES BEDÜRFNIS NACH
ZUKUNFTS-
ORIENTIERUNG
& VISIONÄR**



**STABILITÄT
SICHERHEIT
ALLES LÄUFT GUT**



**IM VERGLEICH
GERINGERES
BEDÜRFNIS
bzw.
STÄRKERER FOKUS
AUF GEGENWÄRTIGE
THEMEN GEWÜNSCHT**

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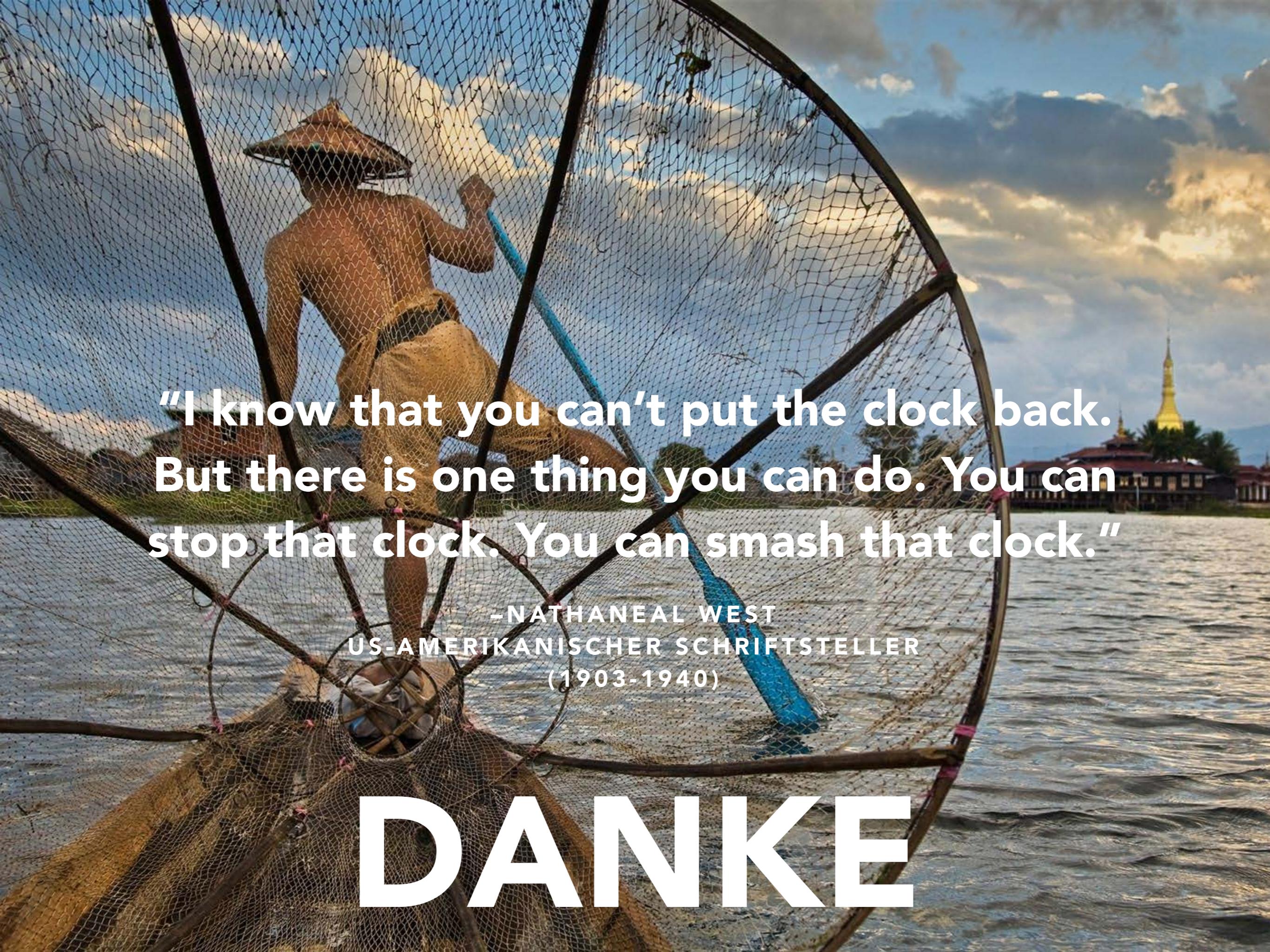




LÖSUNG?



**UNSICHERHEIT
INSTABILITÄT
SCHLECHTE LAGE**

A photograph of a fisherman on a small boat, using a large circular fishing net. The net is partially submerged in the water in the foreground. In the background, a golden pagoda is visible across a body of water under a cloudy sky.

**“I know that you can’t put the clock back.
But there is one thing you can do. You can
stop that clock. You can smash that clock.”**

**-NATHANEAL WEST
US-AMERIKANISCHER SCHRIFTSTELLER
(1903-1940)**

DANKE