



**"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

Fons Trompenaars

Monochron vs. Polychron
Sequenziell vs. Synchron

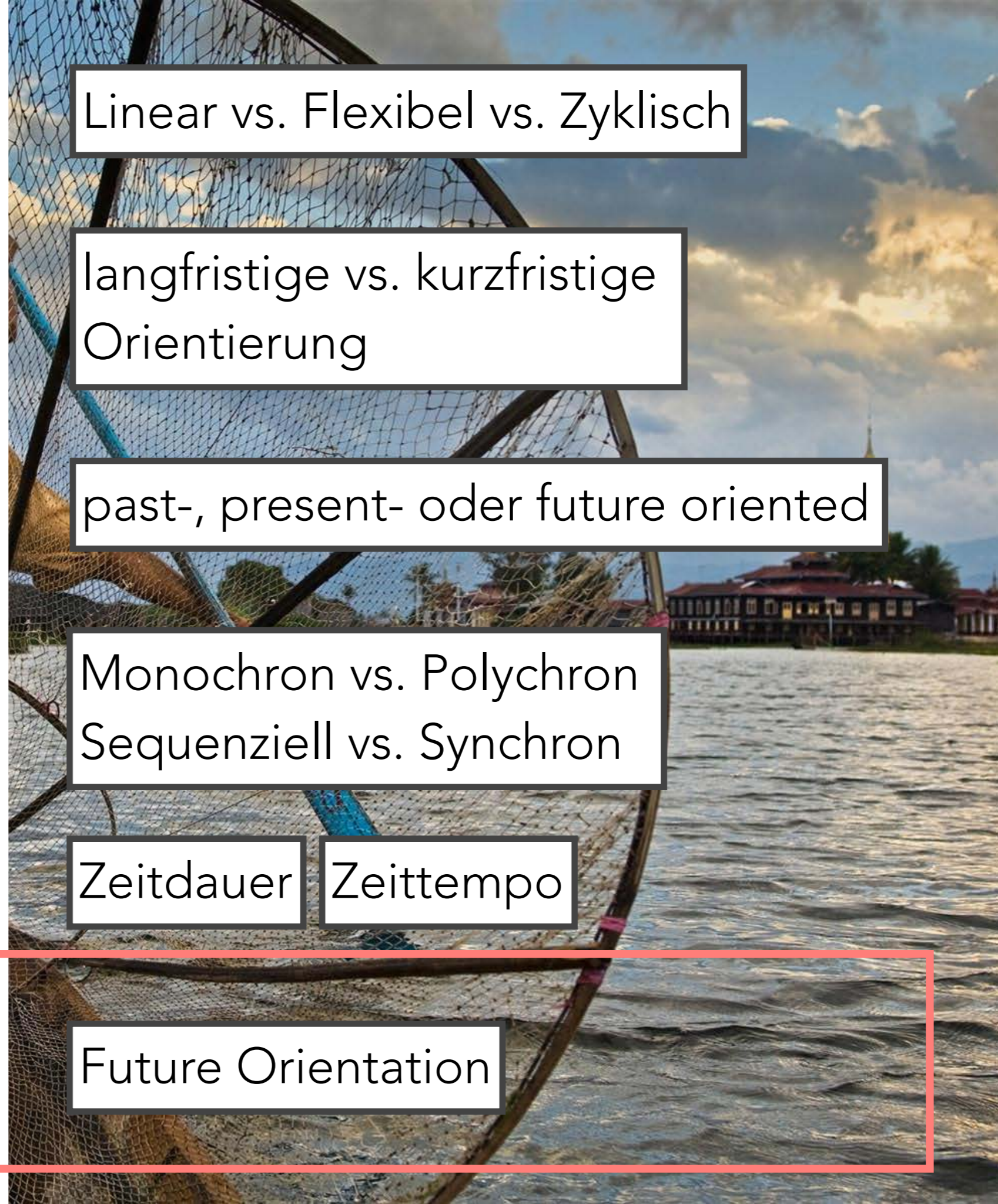
Robert Levine

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

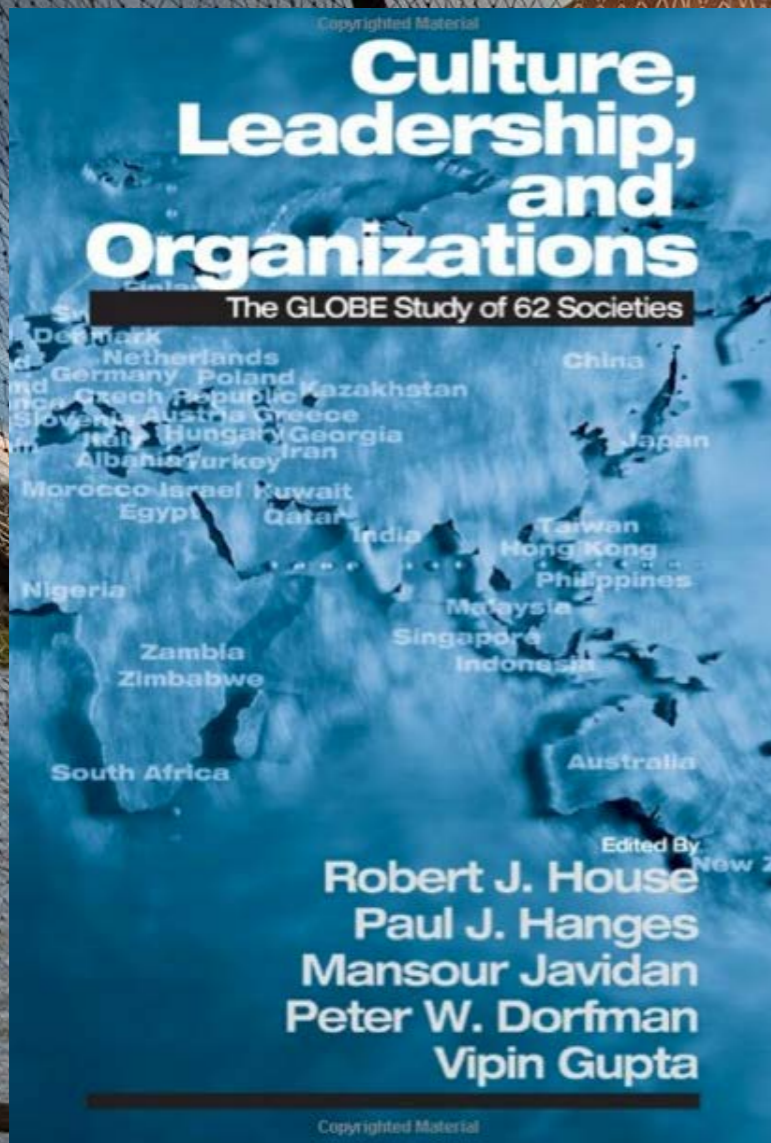
3 Segmente: Gesellschaft, Organisation, Leadership

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

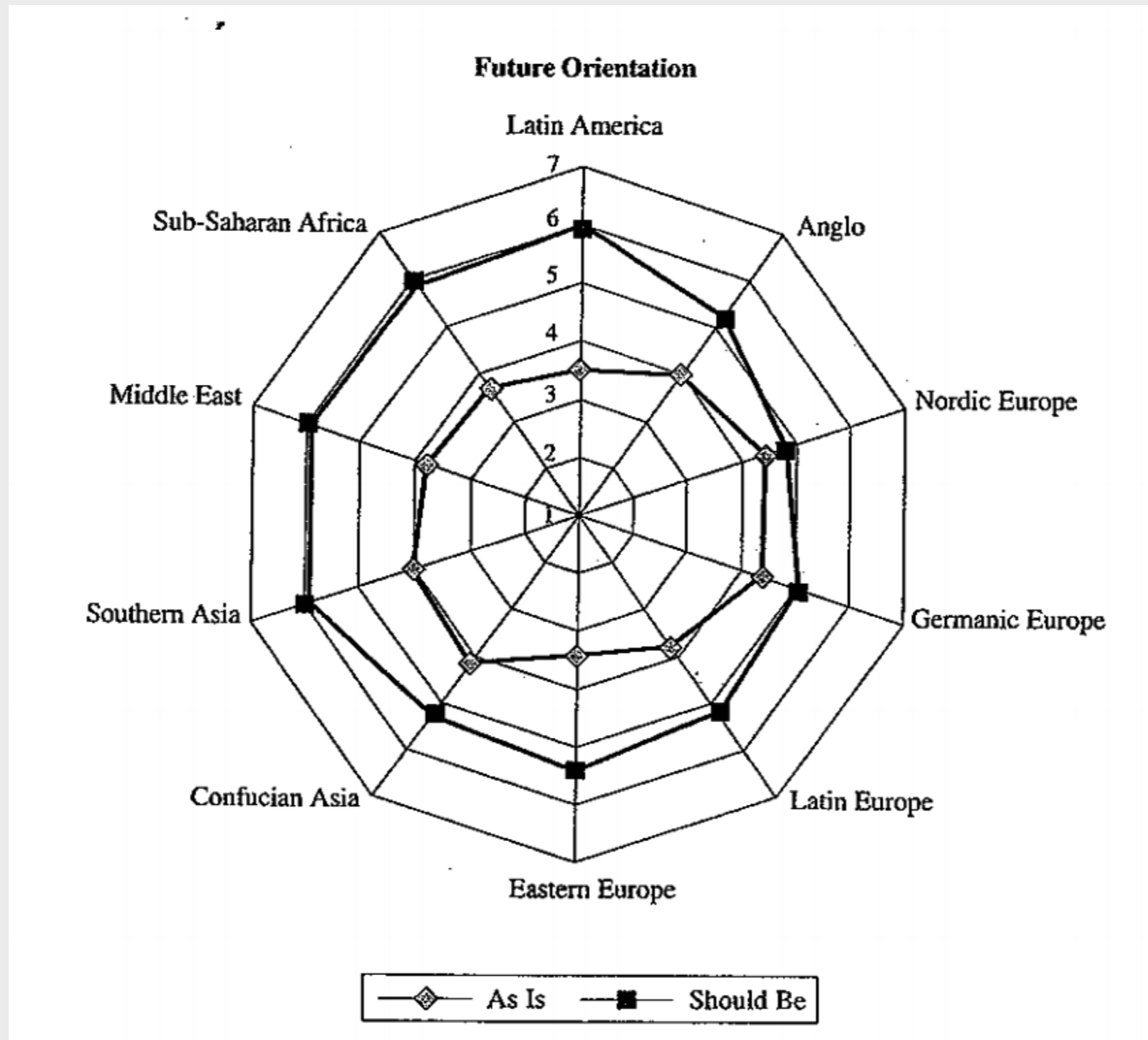
Table 13.2a Future Orientation: Society Practices (As Is)

1. In this society, the accepted norm is to: (reverse scored)							Accept the status quo
Plan for the future							
1	2	3	4	5	6		7
2. In this society, people place more emphasis on:							Planning for the future
Solving current problems							
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)							Accept the status quo
Plan for the future							
1	2	3	4	5	6		7
2. I believe that people who are successful <i>should</i> : (reverse scored)							Take life events as they occur
Plan ahead							
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*

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
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 ^c	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*

<i>Band</i>					
<i>A</i>		<i>B</i>		<i>C</i>	
<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>	<i>Country</i>	<i>Score</i>
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		
Egypt	5.80	Israel	5.25		
Venezuela	5.79	Germany ^c	5.23		
Argentina	5.78	Ireland	5.22		
Kuwait	5.74	Poland	5.20		
Indonesia	5.70	Costa Rica	5.20		
Hungary	5.70	Taiwan	5.20		
South Korea	5.69	South Africa ^d	5.20		
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GLOBE STUDY: HIGH FUTURE ORIENTATION

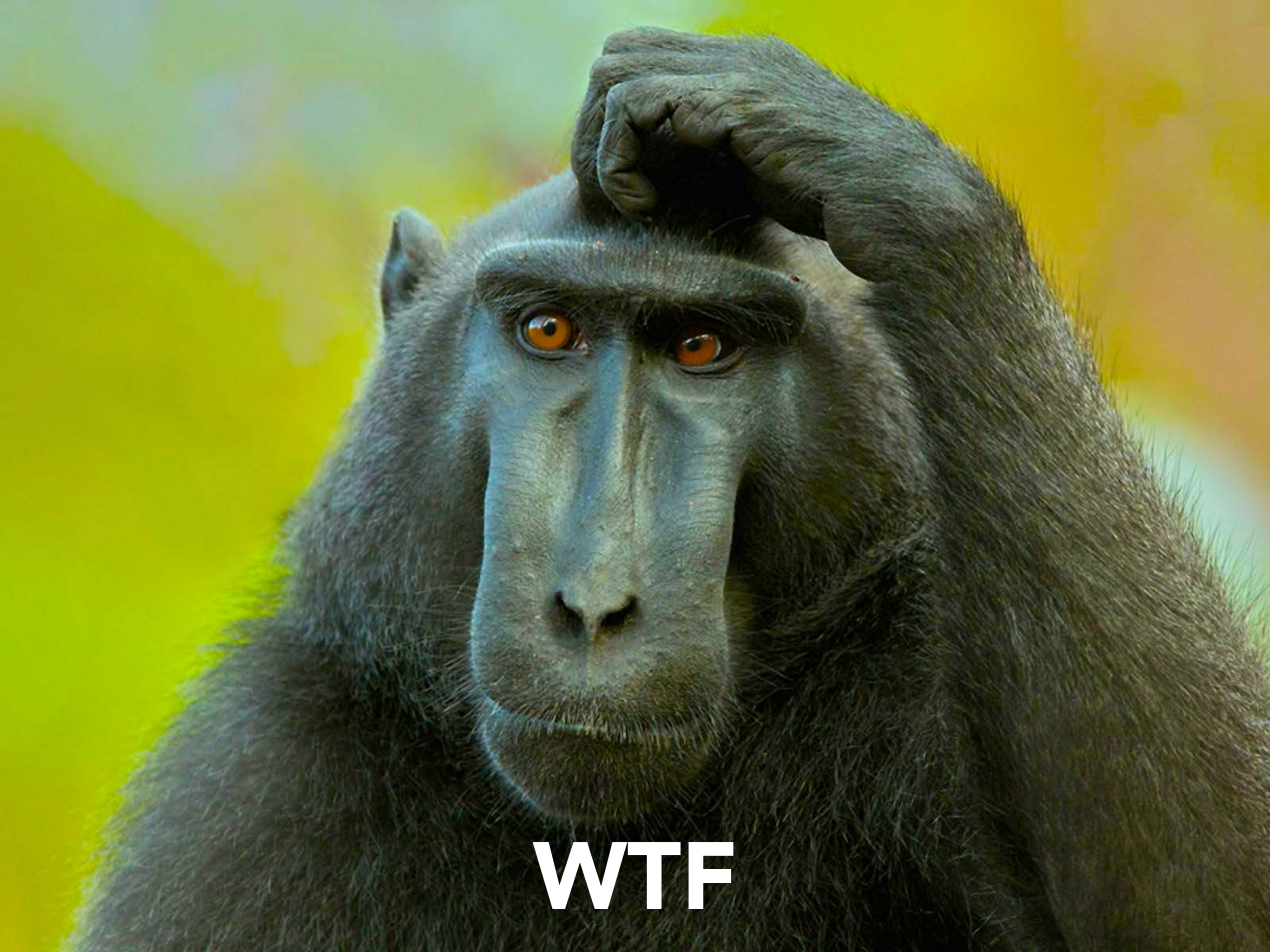
IST-ZUSTAND

- 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!!!!

Figure 3.6 Future Orientation: Society Values*

Band					
A		B		C	
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Switzerland	4.73	Japan	4.29	Qatar	3.78
South Africa ^a	4.64	England	4.28	Zimbabwe	3.77
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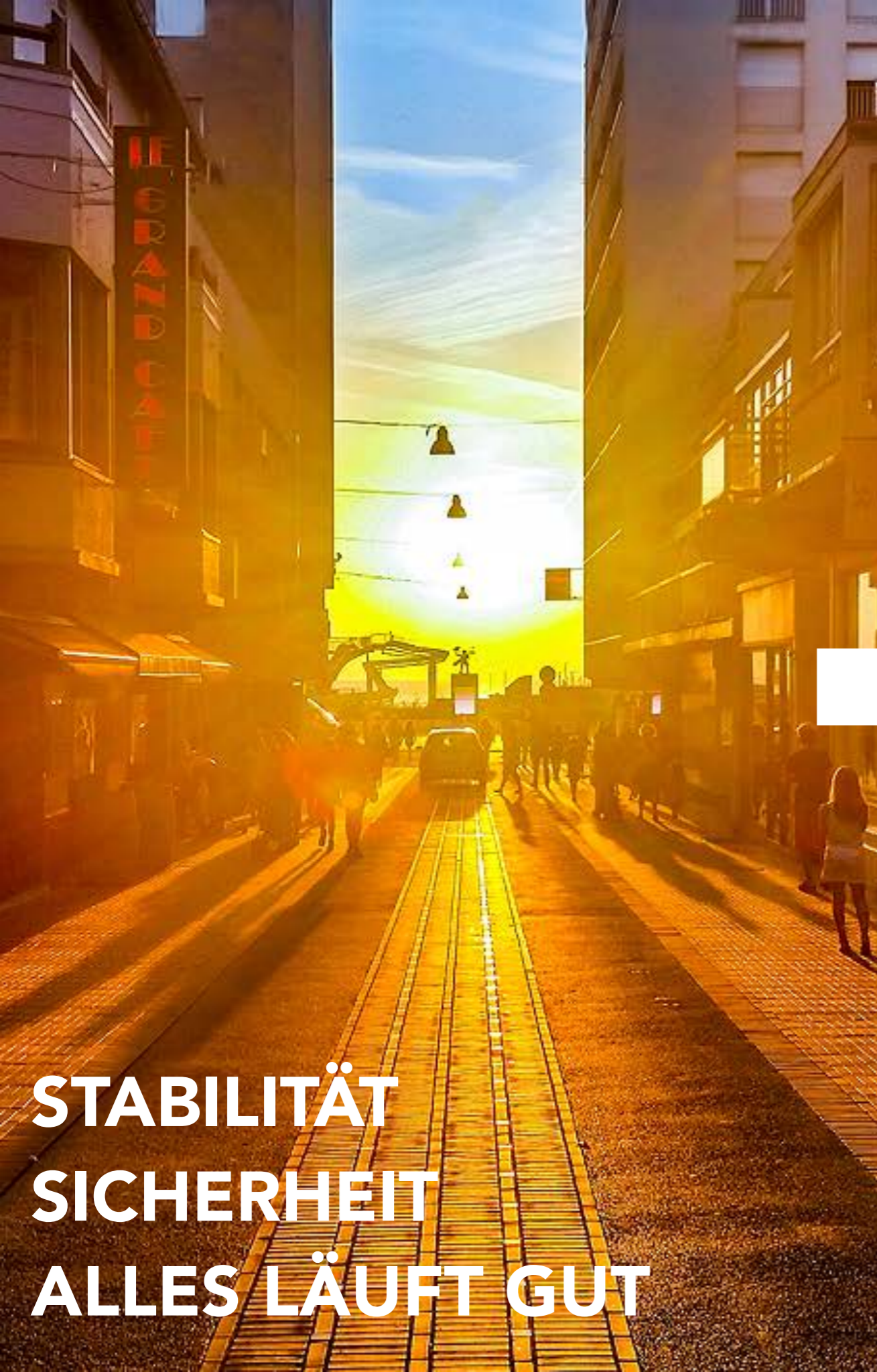
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2.

**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





**"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