Defining the Hypothesis

I have found that there is significant diversity in the international markets, where I had come
cross the teams of a Company spread across different countries, with teams consisting of
individuals from a dozen or more cultures. Despite this fact I have found that there are cross-
cultural leadership dimensions that are recognized globally (etic (Pike, 1967)) trust, empathy,
power, and communication skills. As I progressed through the coursework and research, and
reflected back on my experience, I began to see the added dimension of transformation emerge.

As will be described in detail, the research found significant support for all of these attributes.
From my experience, there are three aspects to leadership interaction – the leader, the follower,
and the situation. The characteristics (personality, intelligence, education, will power,
experience, etc.) of the leader are the foundation to the transaction, for the leader must (to use a
metaphor) hold the mirror for the followers and situation. Or, said another way, the
characteristics of the leader have no context without the followers and situation. Therefore, this
thesis considers the validation of trust, empathy, transformation, power, and communication to
be the domain of the follower and the transaction.