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8

Anexos

8.1.

Carta convite para participação no estudo

Informed Consent and Invitation Letter to Participate in a Global Leadership Study

Dear Business Leader,

As a master candidate at *Pontifícia Universidade Católica do Rio de Janeiro*, I'm inviting you to participate in a research study I am conducting on "Global Mindset" and Leadership Behavior. The aim of the study is to examine additional findings on previous study on the characteristics and behavioral implications of a "global mindset" in business.

Participants include senior executives with global business responsibilities at global corporations in various industries and headquartered in many countries. We are asking you to participate because of your current role as a business leader in global business.

Participation in this study is completely voluntary and confidential. Your company's name is not requested. Your survey responses will not be linked to your name, but we will know that you participated in the research if you provide your contact information. No individual analysis will be done. The results of this study may be published, but will not include any information that would identify you.

Regarding compensation, please note that you will not be provided with any monetary compensation for participating in this study. However, the results of the study will be made available to you upon request. You may keep this e-mail letter of informed consent and invitation for your records.

If you understood this informed consent, and agree to participate in this study, please complete an online survey by clicking on the link:

https://www.surveymonkey.com/s/GlobalMindset_VN. The survey uses the Global Mindset and Leadership Behavior (GMLB) instrument which was originally developed and statistically tested for significance by Konyu-Fogel (2011). We expect this survey to take 10-15 minutes to complete.

If you have questions about this research study, please contact Vania Neves at vanialimaneves@gmail.com, phone: +55-21-9327-4240 or Dr. Patricia Tomei, Dissertation Chair at patomei@iag.puc-rio.br, IAG Business School, Pontifícia Universidade Católica.

Thank you for your participation and valuable input in the study.
Sincerely,

Vânia Neves

Master Candidate

Pontifícia Universidade Católica do Rio de Janeiro.

Rua Marquês de São Vicente, 225, Gávea - Rio de Janeiro, RJ - Brasil - 22451-900

8.2. Pesquisa Global Mindset e Comportamento da Liderança (Tradução)

"Global mindset" é definido por pesquisadores como um elemento chave para o sucesso dos líderes na economia global do século XXI. Esta pesquisa perguntará por suas percepções sobre as características de "global mindset", comportamento da liderança, fatores demográficos e organizacionais, através do instrumento *Global Mindset and Leadership Behaviour (GMLB)*, o qual foi originalmente desenvolvido e estatisticamente testado por significância por .

Sua participação neste estudo é voluntária e confidencial. As conclusões do estudo serão adicionadas aos estudos anteriores para auxiliar a organizações a desenvolver líderes que vivenciam desafios globais. É importante para este estudo que você complete a pesquisa, mas você pode não preencher questões se não se sentir confortável para responder. Não há resposta "errada". Sinta-se à vontade para dar suas percepções reais. Não haverá análise individual. Os resultados do estudo estarão disponíveis conforme sua solicitação. A pesquisa não toma mais que 10-15 minutos para ser respondida.

Part I. Demografia e Perfil da Organização

1. Qual é o principal produto/service da sua organização?

2. Qual é o total de empregados da sua organização (Qual é o total dos seus empregados, incluindo todas a unidades de negócio e operações?)

<500 ____	501-1,000 ____	1,001-10,000 ____	>10,000 ____
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3. Em quantos países sua organização opera ou conduz negócio? _____
4. Qual o percentual de empregados trabalha no exterior?

5. Que percentage das vendas de sua organização são provenientes do total das operações estrangeiras?

<10% ____	10% - 25% ____	26% -50% ____	>50% ____
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6. Qual é o seu título/função atual? _____
7. Em quantos países você já trabalhou ou já conduziu negócio?
8. Qual é a sua idade? 26-35 ____ 36-46 ____ 47-59 ____ 60 e acima ____
9. Qual é o seu gênero? Masculino ____ Feminino ____
10. Quantas línguas estrangeiras você fala ou usa informalmente? _____
11. Você foi criado ou mora atualmente em uma família bilíngüe or multiétnica?

Sim ____	Não ____
----------	----------

12. Usando as opções do menu, selecione o região geográfica/país onde a matriz da sua organização está localizada: África __ Ásia __ Canadá __ Caribe __ Europa __ Oriente Médio __ Oceania __ América do Sul __ Estados Unidos __

Part II. *Global Mindset* (Mentalidade Global)

Na escala de 1-5, onde 1 = Discordo Plenamente, 2 = Discordo, 3 = Concordo, 4 = Concordo Parcialmente, 5 = Concordo Plenamente, por favor indique a extensão para qual você:

1. Entende as diferenças culturais, políticas, sociais e econômicas impactando o negócio. 1 2 3 4 5
2. Possui dificuldade integrando planos de negócios entre países, regiões e culturas para atingir necessidades locais e globais. 1 2 3 4 5
3. Incorpora múltiplos pontos de vista de outros países e culturas quando toma decisões de negócios. 1 2 3 4 5
4. Se sente confortável avaliando riscos e oportunidades em negócio global. 1 2 3 4 5
5. Sente dificuldade ao trabalhar com ambiguidade e situações não estruturadas em negócios. 1 2 3 4 5
6. Se sente confiante em analisar questões complexas de negócios e apresentá-las aos outros. 1 2 3 4 5
7. Sente dificuldade em lidar com decisões sob incerteza ou restrições de prazo limitado. 1 2 3 4 5
8. Monitora regularmente notícias internacionais, política, social, econômica e eventos mundiais. 1 2 3 4 5
9. Sente dificuldade em avaliar ambientes do país e negócios globais 1 2 3 4 5
10. Tenta aprender sobre as práticas de negócios e ambientes de outros países 1 2 3 4 5
11. Sente dificuldade de entender as culturas e tradições de outros países. 1 2 3 4 5
12. Gosta de viajar e encontrar pessoas de diferentes países e culturas 1 2 3 4 5
13. Usa o mesmo comportamento de liderança em diferentes configurações de cultura. 1 2 3 4 5
14. Gosta de trabalhar com pessoas de culturas e países diferentes. 1 2 3 4 5
15. Se sente inseguro quando se comunica com pessoas de países e culturas diferentes. 1 2 3 4 5

16. Entende como os valores culturais, normas e atitudes influenciam as práticas de negócios. 1 2 3 4 5
17. Acredita que diferenças culturais são uma fonte de vantagem competitiva em negócios. 1 2 3 4 5
18. Respeita a história, tradições, religião e cultura de outros países. 1 2 3 4 5

Em uma escala de 1-5 onde 1 = Nunca, 2 = Às vezes, 3 = Frequentemente, 4 = Muito Frequentemente, 5 = Sempre, por favor pontue a extensão em que você se engaja no comportamento seguinte:

Part II. Comportamento da Liderança

Na escala de 1-5, onde 1 = Nunca, 2 = Às Vezes, 3 = Frequentemente, 4 = Muito Frequentemente, 5 = Sempre, por favor indique a extensão para qual você:

1. No desenvolvimento de planos de negócios, frequentemente você:
 - a) Avalia oportunidades globais, desafios, riscos e competição em seu negócio? 1 2 3 4 5
 - b) Analisa fatores econômicos, políticos, sociais e culturais que impactam seu negócio? 1 2 3 4 5
 - c) Solicita informação de unidades de negócios fora de seu país? 1 2 3 4 5
2. Na coordenação de atividades de negócios, frequentemente você:
 - a) Avalia múltiplos pontos de vistas para resolver questões de negócios? 1 2 3 4 5
 - b) Usa produção, marketing ou sistemas de distribuição fora de seu país de residência? 1 2 3 4 5
 - c) Integra redes de fornecedores entre países diferentes? 1 2 3 4 5
 - d) Compartilha informação e tomada de decisão com executivos em diferentes partes do mundo? 1 2 3 4 5
3. Na liderança de sua unidade de negócios, frequentemente você:
 - a) Desenvolve valores organizacionais que representam diversas perspectivas entre culturas e países? 1 2 3 4 5
 - b) Delega autoridade e designa atividades entre culturas e países? 1 2 3 4 5
 - c) Seleciona e promove pessoas de um grupo global de talentos? 1 2 3 4 5
 - d) Engaja-se em desenvolvimento internacional da equipe e treinamento entre culturas? 1 2 3 4 5

4. Na motivação de empregados, frequentemente:

- a) Respeita, aprecia e elogia as conquistas dos funcionários de diferentes culturas e países? 1 2 3 4 5
- b) Usa recompensas e incentivos que refletem os valores, metas e aspirações dos funcionários de diferentes países e culturas? 1 2 3 4 5
- c) Incentiva, treina (coach) ou mentora pessoas de diferentes países e culturas para trabalhar em conjunto para alcançar as metas e objetivos? 1 2 3 4 5

5. Na comunicação de seu negócio, o quão frequentemente você:

- a) Procura os pontos de vista das partes interessadas de diferentes países e culturas? 1 2 3 4 5
- b) Responde às diferenças nas práticas de negócios, culturas ou ambientes país? 1 2 3 4 5
- c) Participa em reuniões inter-culturais, sessões de brainstorming e outras atividades de compartilhamento de informações globais? 1 2 3 4 5

6. Em colaboração com parceiros de negócios, o quão frequentemente você:

- a) Trabalha com representantes de instituições políticas, sociais, culturais e cívicas em outros países? 1 2 3 4 5
- b) Usa redes entre países e culturas para atingir objetivos de negócios? 1 2 3 4 5
- c) Desenvolve parcerias, alianças ou *ventures* com organizações de outros países?? 1 2 3 4 5

Part III. Voluntary Information

1 Poder contactado para clarificação? Sim ___ Não ___ Se a resposta foi "Sim" por favor forneça seu endereço de e-mail: _____

2 Gostaria de receber a cópia deste estudo? Sim ___ Não ___

Se a resposta foi "Sim" e você ainda não forneceu seu endereço de email, por favor forneça seu endereço de e-mail:

Obrigada por participar nesta Pesquisa.

8.3.

Pesquisa Global Mindset e Comportamento da Liderança

Esta foi o texto em inglês distribuído via Survey Monkey:

"Global mindset" is defined by researchers as a key element for leaders to be successful in the 21st century global economy. This survey will ask for your perceptions on characteristics of "global mindset", leadership behavior, and demographic and organizational factors using the Global Mindset and Leadership Behaviour (GMLB) instrument which was originally developed and statistically tested for significance by Konyu-Fogel (2011).

Your participation in the study is voluntary and confidential. The findings will add insights to previous studies which aim to help organizations to develop leaders to face global challenges. It is very important for this study that you complete the entire survey but you may skip any questions that you are not able to or are not comfortable answering. There is no "wrong" answer. Feel free to give your real perceptions. There is no individual analysis. The results of the study will be made available to you upon your request. The survey will take about 10-15 minutes to complete.

Part I. Demographic and Company Background

1. What is the main product line/service of your organization?

2. How many total employees work at your organization (What is the size of your employees including all business units and operations)?
 <500 ____ 501-1,000 ____ 1,001-10,000 ____ >10,000 ____
3. In how many countries does your company operate or conduct business?

4. What percentage of your employees work overseas?

5. What percentage of your company's revenue come from total foreign operations?
 <10% ____ 10% - 25% ____ 26% -50% ____
 >50% ____
6. What is your current title/position?

7. How many countries have you worked in or conducted business with?

8. What is your age? 26-35 ____ 36-46 ____ 47-59 ____ 60 and above

9. What is your gender? Male ____ Female ____
10. How many foreign languages do you speak or use conversationally?

11. Were you raised or do you currently live in a bilingual or multi-ethnic family? Yes ___ No ___

12. Using the drop-down menu, select the geographical region/country where your company's headquarter is located: Africa ___ Asia ___ Canada ___ Caribbean ___ Europe ___ Middle East ___ Oceania ___ South America ___ United States ___

13. Using the drop-down menu, select the geographical region/country where you primarily work: Africa ___ Asia ___ Canada ___ Caribbean ___ Europe ___ Middle East ___ Oceania ___ South America ___ United States ___

Part II. Global Mindset

On a scale of 1-5, where 1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 =

Large extent, 5 = Very large extent, please indicate the extent to which you:

1. Understand economic, political, social, and cultural differences impacting business. 1 2 3 4 5
2. Experience difficulty integrating business plans across countries, regions, and cultures to meet local and global needs. 1 2 3 4 5
3. Incorporate multiple points of view from other countries and cultures when making business decisions. 1 2 3 4 5
4. Feel comfortable assessing risks and opportunities in global business. 1 2 3 4 5
5. Find it difficult working with ambiguity and unstructured situations in business. 1 2 3 4 5
6. Feel confident analyzing complex business issues and present them to others. 1 2 3 4 5
7. Experience difficulty handling decisions under uncertainty or tight time constraints. 1 2 3 4 5
8. Regularly monitor international news, political, social, economic, and world events. 1 2 3 4 5
9. Experience difficulty evaluating global business and country environments. 1 2 3 4 5
10. Attempt to learn about the business practices and environments of other countries. 1 2 3 4 5
11. Experience difficulty understanding the cultures and traditions of other countries. 1 2 3 4 5
12. Enjoy traveling and meeting people from different countries and cultures. 1 2 3 4 5
13. Use the same leadership behavior in different cultural settings. 1 2 3 4 5
14. Like working with people from different cultures and countries. 1 2 3 4 5
15. Feel uncertain communicating with people from different countries and cultures. 1 2 3 4 5
16. Understand how cultural values, norms, and attitudes influence business practices. 1 2 3 4 5

17. Believe cultural differences are a source of competitive advantage in business. 1 2 3 4 5
18. Respect the history, traditions, religion, and culture of other countries. 1 2 3 4 5

On a scale of 1-5 where 1=Never, 2= Sometimes, 3= Often, 4=Very Often, 5=Always, please rate the extent to which you engage in the following behavior.

1. In developing business plans, how often do you:

- a) Assess global opportunities, challenges, risks and competition in your business? 1 2 3 4 5
- b) Analyze economic, political, social, and cultural factors that impact your business? 1 2 3 4 5
- c) Solicit information from business units outside your home country? 1 2 3 4 5

2. In coordinating business activities, how often do you:

- a) Evaluate multiple points of view to resolve business issues? 1 2 3 4 5
- b) Use production, marketing, or distribution systems outside your home country? 1 2 3 4 5
- c) Integrate supplier networks across different countries? 1 2 3 4 5
- d) Share information and decision-making with executives in different parts of the world? 1 2 3 4 5

3. In leading your business unit, how often do you:

- a) Develop organizational values that represent diverse perspectives among cultures and countries? 1 2 3 4 5
- b) Delegate authority & assign tasks across cultures and countries? 1 2 3 4 5
- c) Select and promote people from a global talent pool? 1 2 3 4 5
- d) Engage in cross-cultural training and international staff development? 1 2 3 4 5

4. In motivating employees, how often do you:

- a) Respect, appreciate, and praise the accomplishments of employees of different cultures and countries? 1 2 3 4 5
- b) Use rewards and incentives that reflect the values, goals, and aspirations of employees from different countries and cultures? 1 2 3 4 5
- c) Encourage, coach or mentor people from different countries and cultures to work together to achieve goals and objectives? 1 2 3 4 5

5. In your business communications, how often do you:

- a) Seek the views of stakeholders from different countries and cultures? 1 2 3 4 5
- b) Respond to differences in business practices, cultures or country environments? 1 2 3 4 5
- c) Participate in cross-cultural meetings, brainstorming sessions, and other global information sharing activities? 1 2 3 4 5

6. In collaborating with business partners, how often do you:

- a) Work with representatives of political, social, cultural or civic institutions in other countries? 1 2 3 4 5
- b) Use networks across countries and cultures to achieve business objectives? 1 2 3 4 5
- c) Develop partnerships, alliances or ventures with companies in other countries? 1 2 3 4 5

Part III. Voluntary Information

1 May we contact you for clarification? Yes ____ No ____ If you answered "Yes," please provide your email address: _____

2 Would you like to receive a copy of the study results? Yes ____ No ____

If you answered "Yes" and have not provided your contact information, please list your email address.

Thank you for participating in the Survey.