

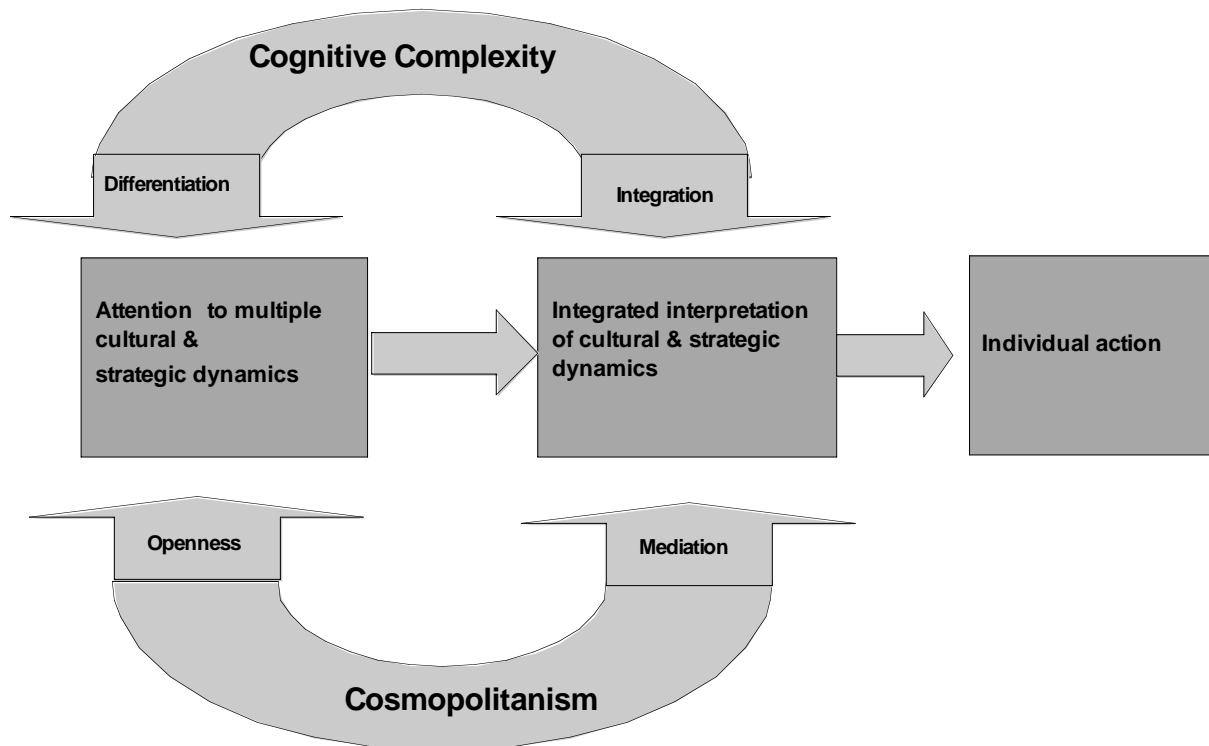
Table 2
Previous Measures of Global Mindset

Study	Measured Construct	Type of Measure	Dimensionality
INDIVIDUAL LEVEL			
Murtha, Lenway, & Bagozzi (1998)	Global mindset	Expectation	Multidimensional <ul style="list-style-type: none"> ▪ Integration ▪ Responsiveness ▪ Coordination
Gupta & Govindarajan (2001, 2002)	Global mindset	Self-perception	Unidimensional
Harveston, Kedia, and Davis (2000) ¹	Geocentric mindset	Self-perception	Unidimensional
Arora, Jaju, Kefalas, and Perenich (2004) ²	Global mindset	Perception and self-perception	Multidimensional <ul style="list-style-type: none"> ▪ Conceptualization ▪ Contextualization
Nummela, Saarenketo, and Puumalainen (2004)	Global mindset	Perception	Multidimensional <ul style="list-style-type: none"> ▪ Proactiveness ▪ Commitment to internationalization ▪ International vision
GROUP LEVEL			
Bouquet, Morrison, and Birkinshaw (forthcoming)	TMT attention patterns	Behavioral	Multidimensional <ul style="list-style-type: none"> ▪ Global scanning ▪ CEO foreign travel ▪ Richness of communications with overseas managers ▪ Discussions of globalization decisions
Levy (forthcoming)	TMT attention patterns	Content analysis	Multidimensional <ul style="list-style-type: none"> ▪ Attention to environmental elements ▪ Attention breadth
ORGANIZATION LEVEL			
Jeannet (2000)	Global mindset	Perception and quantitative organizational data	Multidimensional <ul style="list-style-type: none"> ▪ Business strategies ▪ Managerial talent pool ▪ Firm's organization
Gupta & Govindarajan (2001; 2002)	Global mindset	Perception	Multidimensional <ul style="list-style-type: none"> ▪ Dimensions not specified
Begley & Boyd (2003)	Global mindset	Semi-structured Interviews	
Kobrin (1994); Beechler, Levy, Taylor, & Boyacigiller (2004)	Geocentrism	Perception	Unidimensional

¹ Items adapted from Burpitt and Rondinelli (1998).

² Measure developed by Kefalas and Neuland (1997).

Figure 1
Information Processing Model of Global Mindset



APPENDIX: GLOBAL MINDSET SCALES

I. INDIVIDUAL LEVEL

Murtha, Lenway, and Bagozzi (1998)

Scale: 7-point Likert scale (ranging from extremely unlikely to extremely likely).

Integration expectations

As the company globalizes, I believe that the country operations most familiar to me will:

1. Have global marketing responsibility for one or more products.
2. Produce one or more products for global markets.
3. Go global with locally developed products.
4. Lead global product development processes.

Responsiveness expectations

As the company globalizes, I believe that the country operations most familiar to me will:

1. Demonstrate clear benefits to the local economy.
2. Have flexibility to respond to local conditions.
3. Harmonize the company's activities and products with national government policies.
4. Adapt existing products to local markets.

Country coordination expectations

As the company globalizes, I believe that the country operations most familiar to me will:

1. Provide early warning of global competitive threats.
2. Put global objectives ahead of country bottom line.
3. Identify local business opportunities with global potential.
4. Learn from the company's operations in many other countries

Divisional coordination expectations

As the company globalizes, I believe that the country operations most familiar to me will:

1. Coordinate strategy on a global basis.
2. Take product development input from more countries.
3. Coordinate among countries to rationalize production.
4. Anticipate countries' needs.
5. Balance price and market share objectives.
6. Respond quickly to countries' requests and needs.

Gupta and Govindarajan (2001, 2002)

Scale: 5-point Likert scale (ranging from strongly disagree to strongly agree).

1. In interacting with others, does national origin have an impact on whether or not you assign equal status to them?
2. Do you consider yourself as equally open to ideas from other countries and cultures as you are to ideas from your own country and culture of origin?
3. Does finding yourself in a new cultural setting cause excitement or fear and anxiety?
4. When visiting or living in another culture, are you sensitive to the cultural differences without becoming a prisoner of these differences?
5. When you interact with people from other cultures, what do you regard as more important: understanding them as individuals or viewing them as representatives of their national cultures?
6. Do you regard your values to be a hybrid of values acquired from multiple cultures as opposed to just one culture?

Arora, Jaju, Kefalas, and Perenich (2004)

Scale: 5-point Likert scale (ranging from strongly disagree to strongly agree).

Conceptualization

1. In my job, the best one can do is to plan ahead for at the most one year.
2. Doing business with former enemies is not patriotic.
3. I think it is necessary today to develop strategic alliances with organizations around the globe.
4. Projects that involve international dealings are long term.
5. I take pride in belonging to an international organization.
6. I believe that in the next 10 years the world will be the same as it is today.
7. In this interlinked world of ours, national boundaries are meaningless.
8. Almost everybody agrees that international projects must have a shorter payback period than domestic ones.
9. We really live in a global village.
10. In discussions, I always drive for bigger, broader picture.
11. I believe life is a balance of contradictory forces that are to be appreciated, pondered, and managed.
12. I consider it to be a disgrace when foreigners buy our land and buildings.
13. I really believe that 5 – 10 years is the best planning horizon in our line of business.
14. I find it easy to rethink boundaries, and change direction and behavior.
15. I feel comfortable with change, surprise, and ambiguity.
16. I get frustrated when someone is constantly looking for context.
17. Contradictors are time wasters that must be eliminated.
18. I have no time for somebody trying to paint a broader, bigger picture.
19. I believe I can live a fulfilling life in another culture.
20. Five years is too long a planning horizon.

Contextualization

1. I enjoy trying food from other countries.
2. I find people from other countries to be boring.
3. I enjoy working on world community projects.
4. I get anxious around people from other cultures.
5. I mostly watch and/or read the local news.
6. Most of my social affiliations are local.
7. I am at my best when I travel to worlds that I do not understand.
8. I get very curious when I meet somebody from another country.
9. I enjoy reading foreign books or watching foreign movies.
10. I find the idea of working with a person from another culture unappealing.
11. When I meet someone from another culture I get very nervous.
12. Traveling in lands where I can't read the street names gives me anxiety.
13. Most of my professional affiliations are international.
14. I get irritated when we don't accomplish on time what we set out to do.
15. I become impatient when people from other cultures seem to take a long time to do something.
16. I have a lot of empathy for people who struggle to speak my own language.
17. I prefer to act in my local environment (community or organization).
18. When something unexpected happens, it is easier to change the process than the structure.
19. In trying to accomplish my objectives, I find, diversity, multicultural teams play valuable role.
20. I have close friends from other cultural backgrounds (Arora et al., 2004: 409-410).

Nummela, Saarenketo, and Puumalainen (2004)

Scale: 5-point Likert scale (ranging from disagree totally to agree totally).

Proactiveness on international markets

1. It is important for our company to internationalize rapidly.
2. Internationalization is the only way to achieve our growth objectives.
3. We will have to internationalize in order to succeed in the future.
4. The growth we are aiming at can be achieved mainly through internationalization.

Commitment to internationalization

1. The founder/owner/manager of the company is willing to take the company to the international markets.
2. The company's management uses a lot of time in planning international operations.

International vision

1. The company's management sees the whole world as one big marketplace.

II. GROUP LEVEL

Bouquet, Morrison, and Birkinshaw (forthcoming)

Scale: Additive of the following four (A-D) indicators

A. Global scanning

Item is not provided

B. CEO foreign travel

1. Indicate how much time (in percentage) the CEO spends working at the company headquarters, traveling throughout the domestic market, and traveling outside the domestic market.

C. Communications with overseas managers

1. Indicate how often they use email, letters and memo, telephone, videoconference, and/or face-to-face meetings to discuss non-routine decisions with overseas managers.

D. Discussions pertaining to major globalization decisions

1. Indicate the extent to which major globalization decisions are made after intensive discussions between top managers

III. ORGANIZATION LEVEL

Jeannet (2000)

Scale: Not provided

Looking at the business strategies pursued by the firm

1. What number of businesses should actually compete on a global scale?
2. Are there businesses with explicit global mandates?
3. How large is the corporate volume generated by businesses operating under expressed global mandates?
4. How many businesses operate under a formal global strategy?

Looking at a firm's managerial talent pool

1. How many managers understand their business in global terms?
2. How many managers in upper management pool operate under global mandates?

Looking at a firm's organization

1. At which level does the first geographic split in organization occur?

2. How many functional managerial positions operate under global mandates?
3. How many teams or task forces have global mandates?
4. Extent of global IT structure.

Gupta and Govindarajan (2001; 2002)

Scale: 5-point Likert scale (ranging from strongly disagree to strongly agree).

2. Is your company a leader (rather than a laggard) in your industry in discovering and pursuing emerging market opportunities in all corners of the world?
3. Do you regard each and every customer wherever they live in the world as being as important as a customer in your own domestic market?
4. Do you draw your employees from the worldwide talent pool?
5. Do employees of every nationality have the same opportunity to move up the career ladder all the way to the top?
6. In scanning the horizon for potential competitors, do you examine all economic regions of the world?
7. In selecting a location for any activity, do you seek to optimize the choice on a truly global basis?
8. Do you view the global arena not just as a playground (that is, a market to exploit) but also as a school (that is, a source of new ideas and technology)?
9. Do you perceive your company as having a universal identity and as a company with many homes or do you instead perceive your company as having a strong national identity?

Kobrin (1994)

Scale: 5 or 7 point Likert scale (ranging from strongly agree to strongly disagree).

1. A manager who began his or her career in any country has an equal chance to become CEO of my company.
2. In the next decade, I expect to see a non-U.S. CEO in my firm.
3. In the next decade, I expect to see one or more non-U.S. nationals serving as a senior corporate officer on a routine basis.
4. In my company, nationality is unimportant in selecting individuals for managerial positions.
5. My company believes that it is important that the majority of top corporate officers remain American (reverse coded).