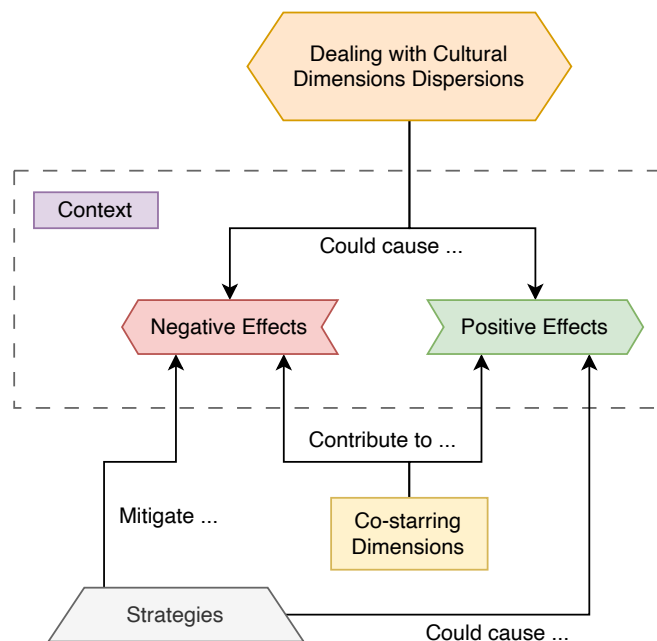


Theory of Dealing With Cultural Dispersion

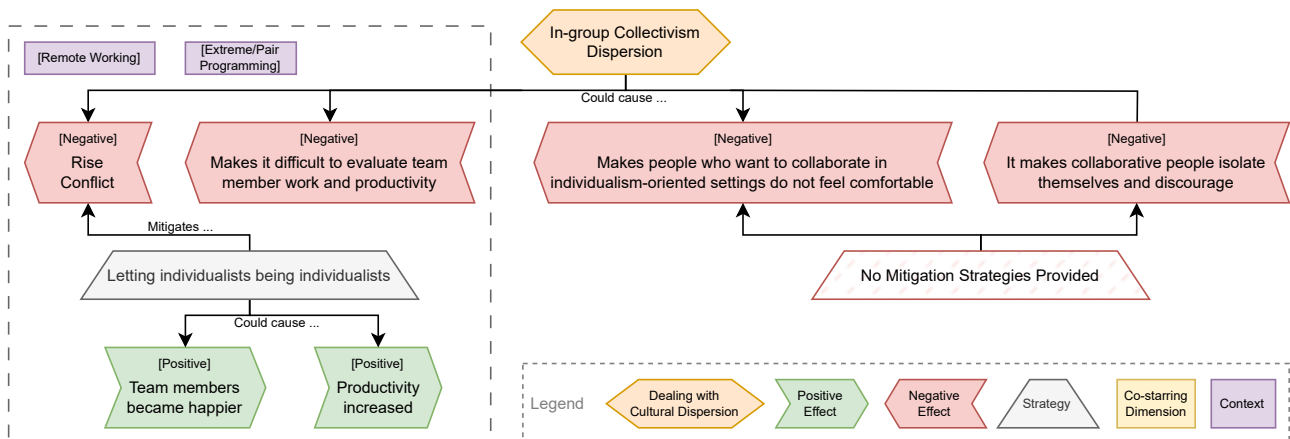
This file reports the categories identified during the analysis, the associated concepts, and the relationships between them. It is important to emphasize that in subsequent paragraphs, we used the terms ‘category,’ ‘concept,’ and ‘code’ referring to the foundational elements of grounded theory research. Specifically, the analysis of the data led to the identification of four categories described as follows:

- “Dealing with Cultural Dispersion.” It refers to situations in which a difference in the team in terms of cultural behaviors led to some effect (both positive and negative). Each concept in this category expresses the act of dealing with dispersion in terms of a specific GLOBE dimension. For example, the concept of Dealing with Power Distance Dispersion arose from quotations about a difference in terms of way of thinking and acting related to the distribution of power in a group (that is, the cultural behavior related to Power Distance Dimension).
- “Effects of Cultural Dispersion.” It describes the effect (positive and negative) deriving from situations in which there was collaboration between a team culturally dispersed. Each concept in this category expresses an effect, and each effect is associated with an attribute that expresses if it is positive or negative for the community members and its management.
- “Strategies for Dealing with Cultural Dispersion.” Such a category relates to how practitioners deal with cultural dispersion-originated issues in their teams and its consequent effects. Each concept in this category expresses a strategy (related to some effect of dispersion) for mitigating it.
- “Co-starring Dimensions.” It describes situations in which the effect caused by a culturally dispersed context was also caused by a cultural background divergent from the one indicated by the dispersion concept.

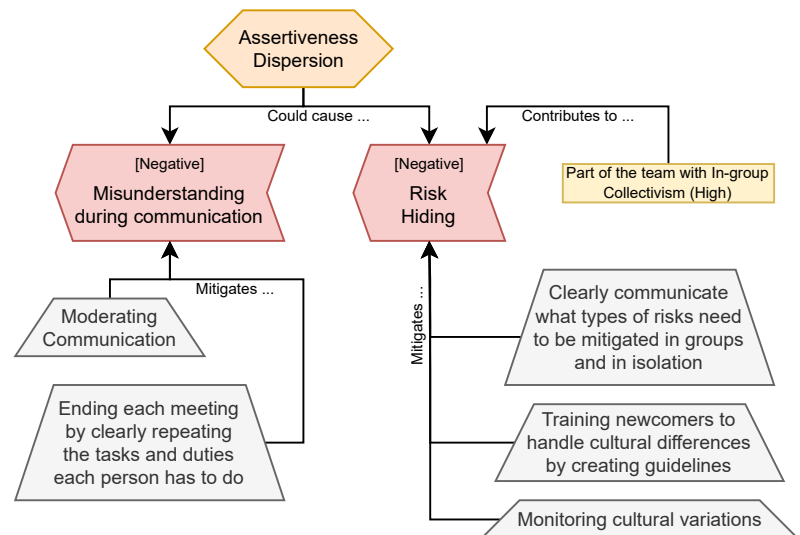
Each category arose as an aggregation of information called concepts in Grounded Theory. By memoing, we identified relationships between concepts of different categories. As we look at the categorization mentioned earlier, it becomes clear that the first category, namely “Dealing with Cultural Dispersion,” stands out as a prominent focal point during the analysis and reporting phase. In fact, all the concepts within the other categories are mainly intertwined with those within the first category. For this reason, we decided to organize the discussion of the findings around each concept of “Dealing with Cultural Dispersion.” Specifically, we inserted a picture of the relationships between one of the concepts of “Dealing with Cultural Dispersion” and the concepts of the other categories.



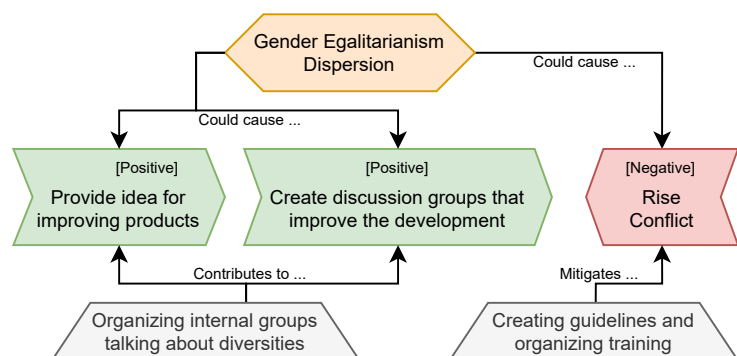
In Group Collectivism Dispersion



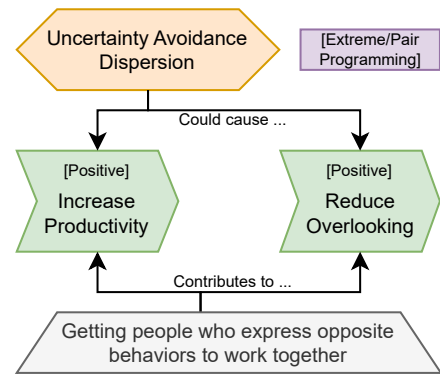
Assertiveness Dispersion



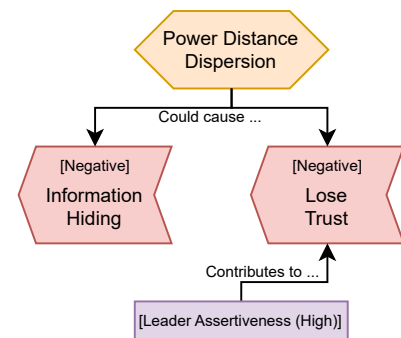
Gender Egalitarianism Dispersion



Uncertainty Avoidance Dispersion



Power Distance Dispersion



Performance Orientation Dispersion

