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FUTURE ORIENTATION

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The concept of future orientation has been widely discussed in the literature, and has been operationalized and interpreted in a variety of ways (Seijts, 1998). Future orientation has been identified as a dimension of the more general construct, time orientation, that relates to the subjective experience of time (Trommsdorff, 1983). It has been identified consistently as a basic value orientation of all cultures (Kluckhohn & Strodtbeck, 1961). Cultural future orientation is the degree to which a collectivity encourages and rewards future-oriented behaviors such as planning and delaying gratification (House et al., 1999). In this chapter, we first provide a historical and philosophical overview of the future orientation construct, and a review of disciplinary research conducted in the past few decades. We then discuss correlates of the constructs at the societal, organizational, and individual levels of analysis. In the second part of the chapter, we describe results of the GLOBE 62-society study of future

orientation. We provide rankings of societies on GLOBE's measures of future orientation, discuss relationships of GLOBE's measures with other measures that exist in the literature, and present some key societal correlates of GLOBE's measures. We also describe GLOBE's measures of future orientation at the organizational level. Lastly, we discuss the relationship of GLOBE's measures of future orientation with reports of effective leadership at different levels of analysis.

HISTORICAL AND
PHILOSOPHICAL OVERVIEW

Historical View of Future Orientation

Although the construct of future orientation received growing attention from 20th century scholars, it has been an important characteristic of cultural systems for a long time. In this

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