



**TITLE: Theoretical Models of Current Cross-Cultural Alliances.**

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This paper evaluates the current usefulness of cross-cultural theories and offers a model that is relevant to current-day issues. The theories of Global Leadership and Organizational Effectiveness (GLOBE), Hofstede or Trompenaars are contested by neo-liberalism, so a new theoretical model is proposed that includes high and low humane orientations of nations, including attitudes towards in-group and out-group members, including ostracism. It also considers attitudes towards the environment and if collective action is employed by nations in allegiances.

Cross-cultural communication is enhanced by shared understandings of dimensions such as power distance, uncertainty avoidance, low/high context societies, time and universalism/particularism, that are theoretically conceptualised as being national and/or regional characteristics. However, global trade transcends national allegiances as many organisations use cheap labour to bolster profits rather than employ workers from ideologically similar nations. Analysis of current international alliances indicates that high and low humane orientations, plus the presence/absence of mastery/harmony ('wa') underlies these allegiances. Shared attitudes towards the environment, such as 'global citizens' or 'scorched earth' are also evaluated in current international alliances. The paper concludes with a new model depicting current cross-cultural alliances.