

APPENDIX

Appendix 1: Interview guide

1. Introduction

- Introducing myself and research
- Consent for interview recording

2. Background information participant

- What is your full name, country of origin, and your current job location?
- Could you provide details about your role, the enterprise you work for, your tenure and how many workers you lead?
- How long have you been working in Africa, and what influenced your decision to work here?
- Have you worked in other countries, if so which ones?

3. Cultural aspects influencing leadership

- In your experience, what are the key cultural differences that you as a Western manager commonly face when leading local teams in Uganda ?
- What cultural challenges have you encountered in leading diverse teams, and how have these challenges impacted your leadership approach?
- Specifically cultural differences related to And how has it influenced the way you lead?

- a. Hierarchy
- b. Decision-making
- c. Communication styles
- d. Collectivism vs individualism
- e. Reward system
- f. Notion of time
- g. Religion/Traditional practices
- h. Different ethnicities
- i. Values
- j. Extended family
- k. ...

- How do you cope with these cultural differences?
- Reflecting on your leadership, which aspects have been both appreciated and not appreciated by your local team about your leadership, and do these align with cultural differences?
- What are for you the common stereotypes locals have about Western managers?

4. Adaptation/ Crossvergence

- Considering your experience, do you believe expats/ Western managers should fully adapt to the leadership style of the host culture, or is it more effective to find a balance between their own culture and the host culture? Why?
- Which aspects of your Western cultural background have you consciously retained, believing they contribute to effective leadership in Africa? On the flip side, are there

elements you have abandoned due to the belief that they may constrain your effectiveness?

- In your leadership approach, what (other) aspects of African culture have you implemented, believing they contribute to effective leadership in Africa? Are there any elements you won't incorporate, and if so, why?
- What is the one thing you are currently struggling to implement in your leadership approach and feel is needed ? Additionally, which aspect of cultural adaptation presented the most significant challenge for you?

5. Strategies

- Did you receive any cultural training before or during your assignment in Africa? If not, do you believe such training is necessary for effective leadership in a cross-cultural environment? Why or why not?
- Beyond training, what other strategies should Western managers incorporate to navigate and address cultural differences when leading teams in Africa?
- From your experience, which skills do you consider necessary for effectively leading teams in an African context?

6. Conclusion

- Looking back, what is one thing you wish you had known before coming to Uganda that would have influenced your approach to leadership?
- What advice would you offer to young expats aspiring to have a leadership position in an African country, particularly in terms of navigating and embracing cultural differences?
- Finally, do you have any questions or considerations for me as we conclude this interview?