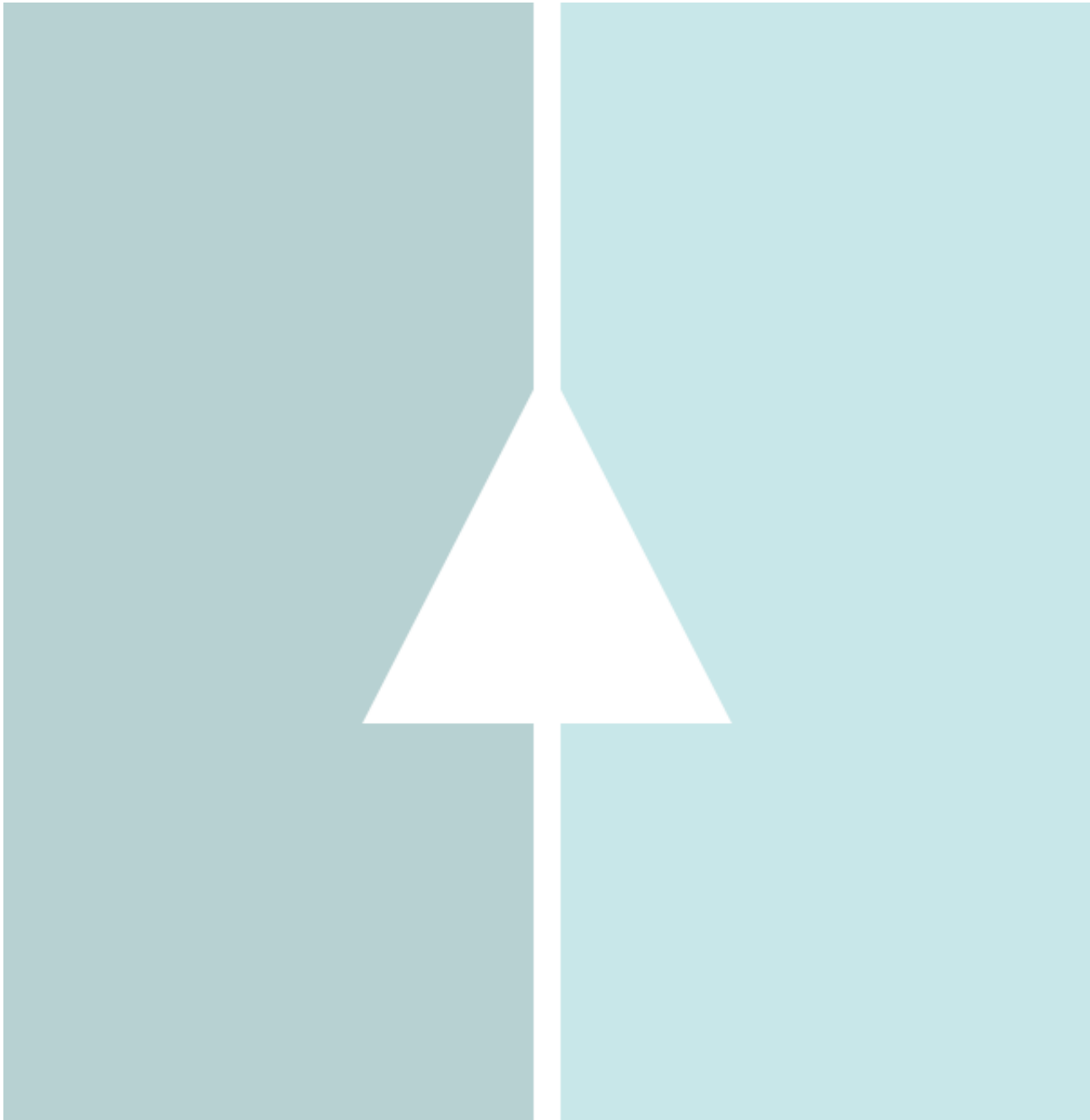


Team Profile

AN ORGANIZATION

SOME PROGRAM

February 2021



Cultural Values and CQ

WHAT IS CULTURE?

Culture is a shared pattern of beliefs, values, assumptions and behaviors that distinguishes one group from another. Or, it's the "way we do things around here."

Culture includes national and ethnic cultures but it also includes cultures organized around one's profession, age-group, gender, function, etc. The cultural value orientations included in this program can be used to better understand any cultural context.

WHAT IS CULTURAL INTELLIGENCE (CQ)?

Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

CULTURAL INTELLIGENCE BEGINS WITH AWARENESS

The first step toward applying and developing CQ is awareness of cultural values and the potential biases toward other cultures that can be triggered by different cultural value preferences. Awareness alone is not enough. To relate and work effectively with people who have different cultural preferences an individual must develop specific capabilities (CQ)

The following pages provide feedback on this group's cultural value orientations compared to the orientations of the ten largest cultural clusters in the world. These values provide a way to understand different ways of approaching life, relationships, and work. Sometimes cultural values of a group reflect the national culture of a majority of its members but not always.

CULTURAL VALUES

Below are definitions of the ten cultural value orientations.

Individualism	Emphasis on individual goals and individual rights
Collectivism	Emphasis on group goals and personal relationships
Low Power Distance	Emphasis on equality; shared decision-making
High Power Distance	Emphasis on differences in status; superiors make decisions
Low Uncertainty Avoidance	Emphasis on flexibility and adaptability
High Uncertainty Avoidance	Emphasis on planning and predictability
Cooperative	Emphasis on collaboration, nurturing, and family
Competitive	Emphasis on competition, assertiveness, and achievement
Short Term	Emphasis on immediate outcomes (success now)
Long Term	Emphasis on long term planning (success later)
Low Context / Direct	Emphasis on explicit communication (words)
High Context / Indirect	Emphasis on indirect communication (tone, context)
Being	Emphasis on quality of life
Doing	Emphasis on being busy and meeting goals
Universalism	Emphasis on rules; standards that apply to everyone
Particularism	Emphasis on specifics; unique standards based on relationships
Neutral / Non-Expressive	Emphasis on non-emotional communication; hiding feelings
Affective / Expressive	Emphasis on expressive communication; sharing feelings
Monochronic / Linear	Emphasis on one thing at a time; punctuality; work and personal life separate
Polychronic / Non-Linear	Emphasis on multitasking; interruptions ok; work and personal combined

CULTURAL VALUE ORIENTATIONS

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's nationality or ethnicity but not always. In this section, you'll see this groups orientation on ten cultural value dimensions (defined in prior section) compared to the tendencies of ten cultural clusters (defined below).

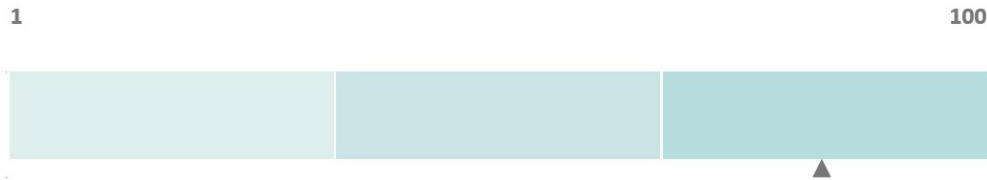
CULTURAL CLUSTERS

The cultural value orientations defined above can be grouped into cultural clusters where you're likely to find a significant presence of a specific cluster of cultural values. These clusters represent the 10 largest cultural groupings in the world.

Anglo	Australia, Canada, New Zealand, U.K., U.S., etc.
Arab	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Saudi Arabia, U.A.E., etc.
Confucian Asia	China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
Eastern Europe	Albania, Czech Republic, Greece, Hungary, Mongolia, Poland, Russia, etc.
Germanic Europe	Austria, Belgium, Germany, Netherlands, etc
Latin America	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, etc.
Latin Europe	France, French-speaking Canada, Italy, Portugal, Spain, etc.
Nordic Europe	Denmark, Finland, Iceland, Norway, Sweden, etc.
Sub-Saharan Africa	Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
Southern Asia	India, Indonesia, Malaysia, Philippines, Thailand, etc.

NOTE: The countries listed are NOT the clusters themselves. They are simply places where there is a significant presence of the cultural cluster.

Cultural Values Group Profile



The triangles (▲) below the graphs indicate the average preference of this group for each cultural value (based on participant self-ratings). Numerical values are provided simply to offer a point of reference. **Cultural value preferences have no intrinsic meaning. It is not “better” to be on one end of continuum or the other.**

Group Variability:

Numerical values show variability in cultural values within this group.

Range of Numerical values : 36 – 97 (1 being the far left of each graph. 100 being the far right of each graph)

Range of Standard Deviation: 87 - 88

Note:

The sources of cultural differences (e.g. nationality, age, function, etc.) are less important than the different values and perspectives that emerge from those differences. Cultural values influence how individuals interact, communicate, plan, and execute tasks.

What is most important is understanding the similarities and differences in the cultural values within the group and figuring out ways to use this knowledge to gain synergies from differences and avoid group-think based on similarities.

Knowledge of cultural values gives people a neutral set of terms they can use to describe themselves and others. Understanding cultural values can also provide insights into reasons why some interactions are more challenging than others.



▲ Average self-rated preferences in this group

▬ Range of cultural values in this group

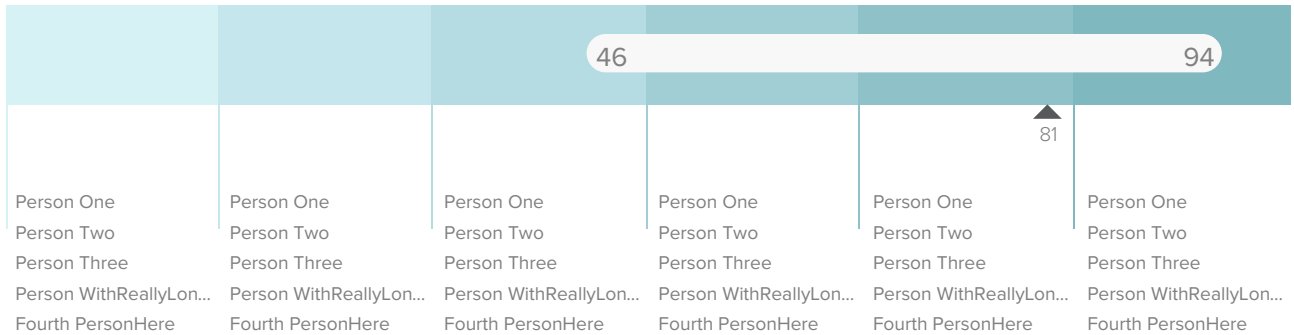
INDIVIDUALISM

Std Deviation: 5

COLLECTIVISM

Emphasis on individual goals and individual rights

Emphasis on group goals and personal relationships



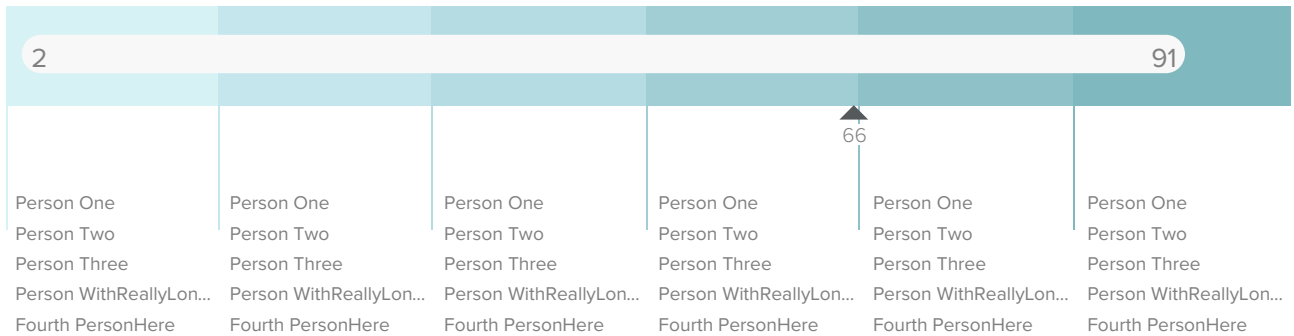
LOW POWER DISTANCE

Std Deviation: 99

HIGH POWER DISTANCE

Emphasis on equality; shared decision-making

Emphasis on differences in status; superiors make decisions



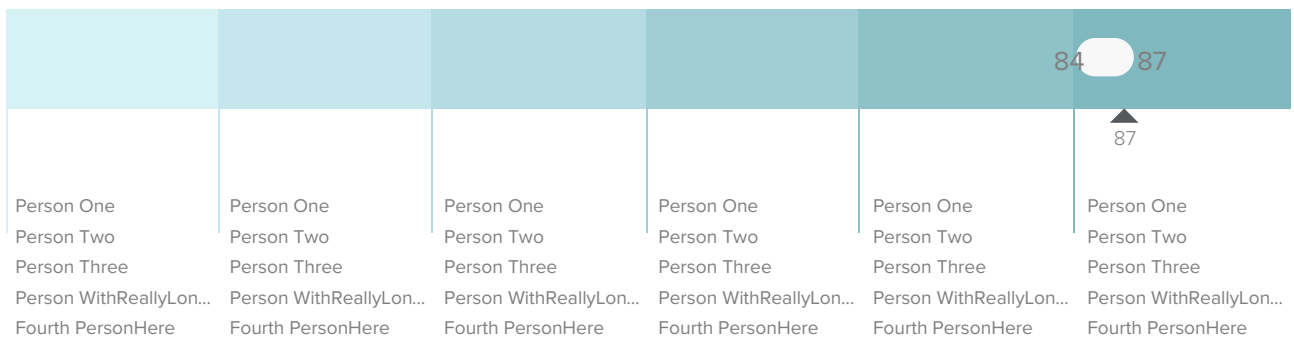
LOW UNCERTAINTY AVOIDANCE

Std Deviation: 47

HIGH UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

Emphasis on planning and predictability



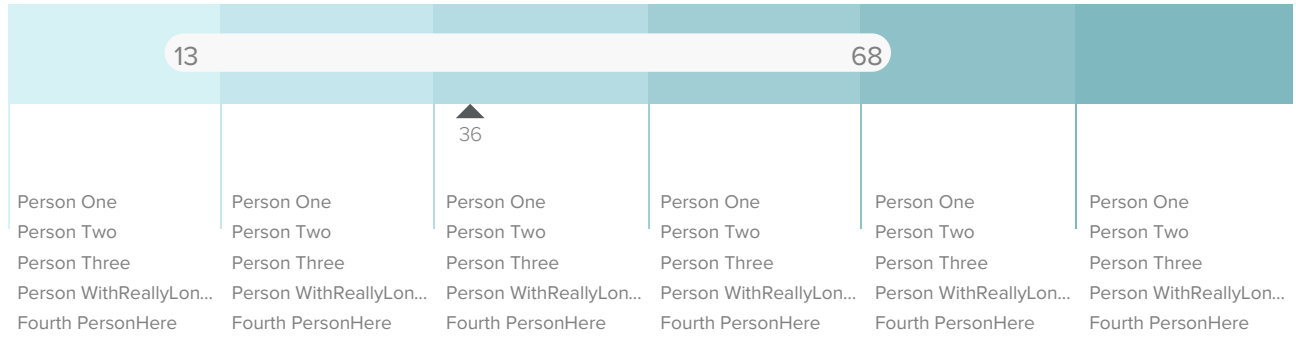
COOPERATIVE

Std Deviation: 75

COMPETITIVE

Emphasis on collaboration, nurturing, and family

Emphasis on competition, assertiveness, and achievement



SHORT TERM

Std Deviation: 75

LONG TERM

Emphasis on immediate outcomes (success now)

Emphasis on long term planning (success later)



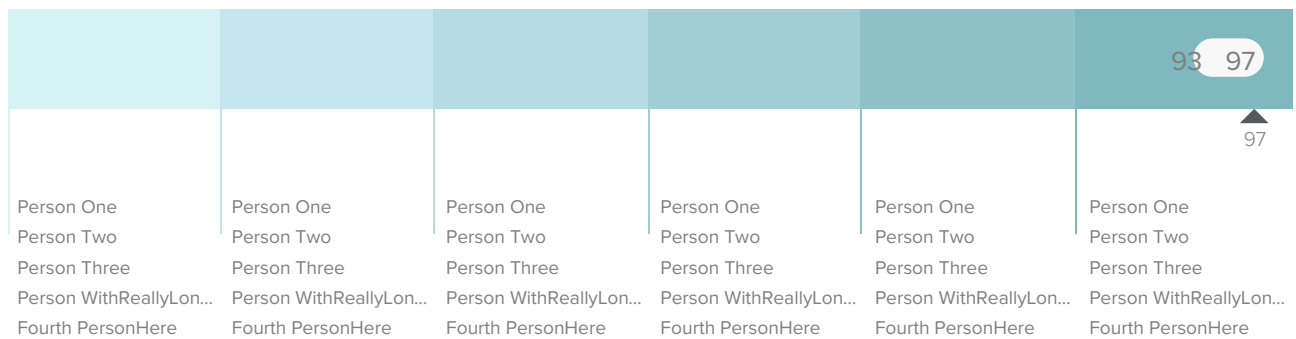
LOW CONTEXT / DIRECT

Std Deviation: 50

HIGH CONTEXT / INDIRECT

Emphasis on explicit communication (words)

Emphasis on indirect communication (tone, context)



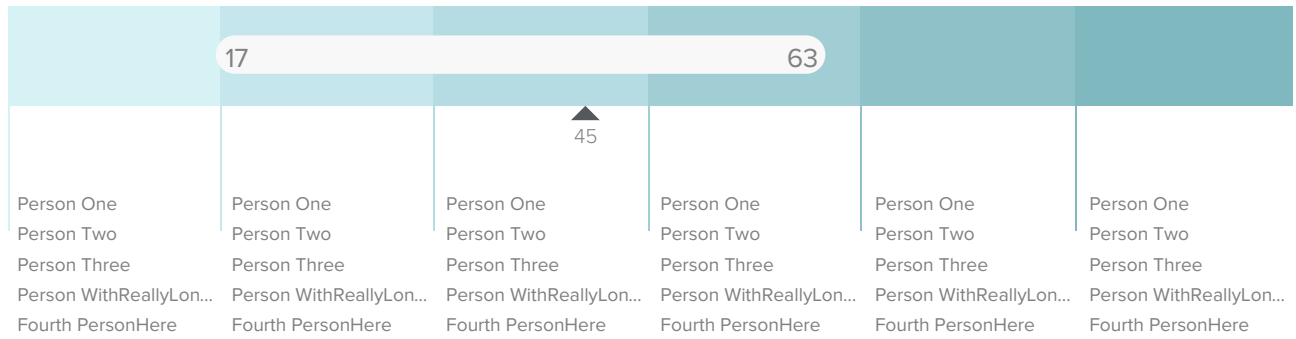
BEING

Std Deviation: 41

DOING

Emphasis on quality of life

Emphasis on being busy and meeting goals



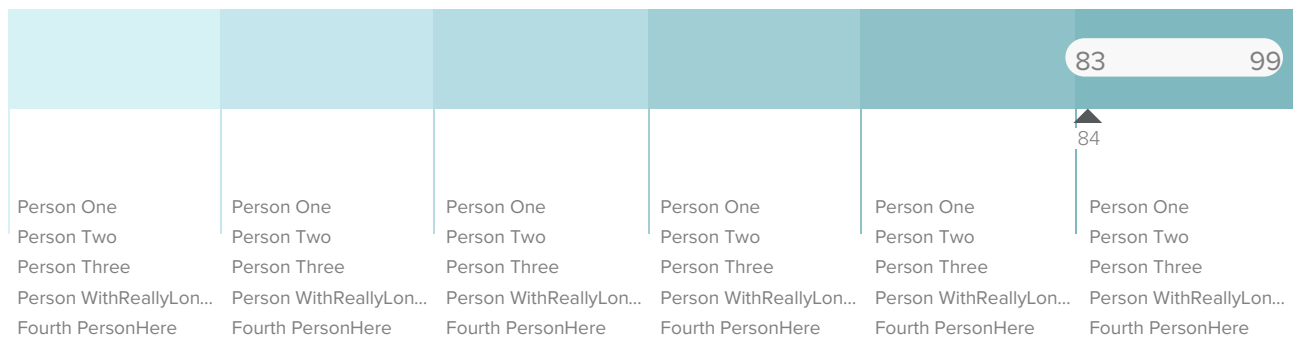
UNIVERSALISM

Std Deviation: 82

PARTICULARISM

Emphasis on rules; standards that apply to everyone

Emphasis on specifics; unique standards based on relationships



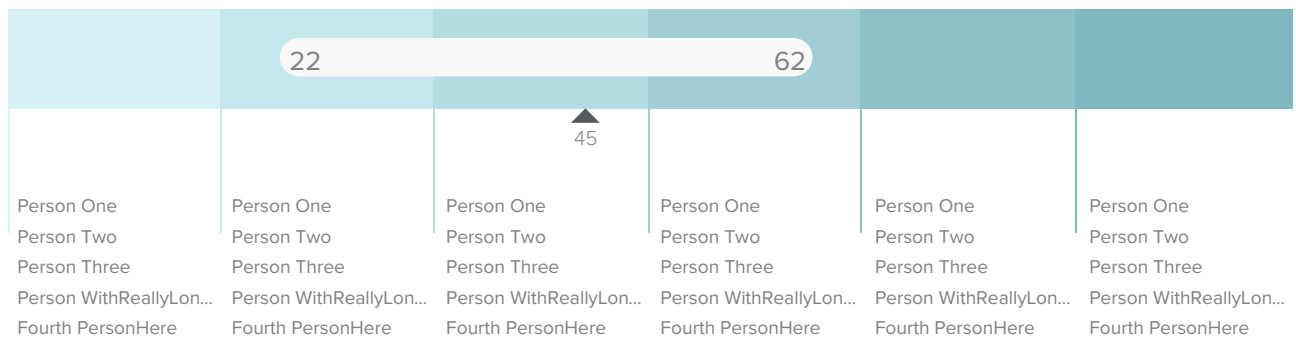
NEUTRAL

Std Deviation: 41

AFFECTIVE

Emphasis on non-emotional communication; hiding feelings

Emphasis on expressive communication; sharing feelings



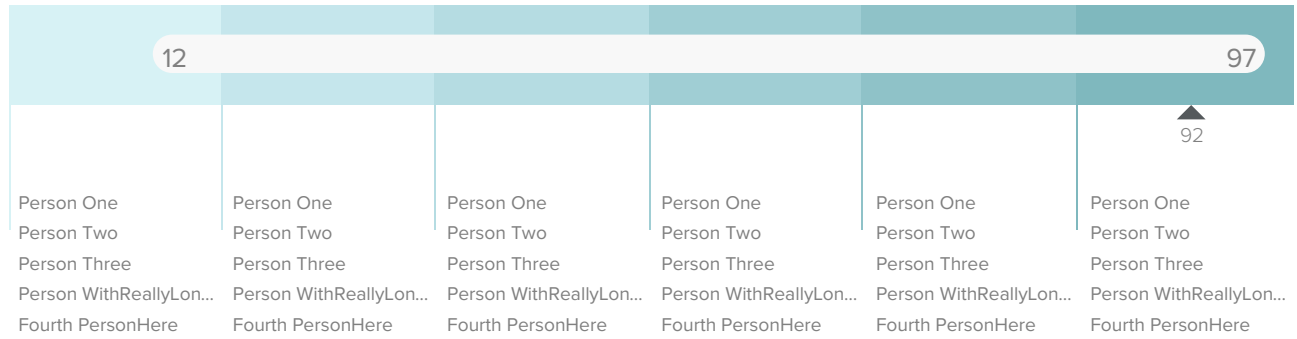
MONOCHRONIC

Std Deviation: 30

POLYCHRONIC

Emphasis on one thing at a time; punctuality; work and personal life separate

Emphasis on many obligations; comfortable with interruptions; work and personal life combined



INDIVIDUALISM – COLLECTIVISM

Individualism

Emphasize individual goals and individual rights. May be perceived as a lone ranger.

Collectivism

Emphasize groups and personal relationships. May be perceived as lacking personal initiative.

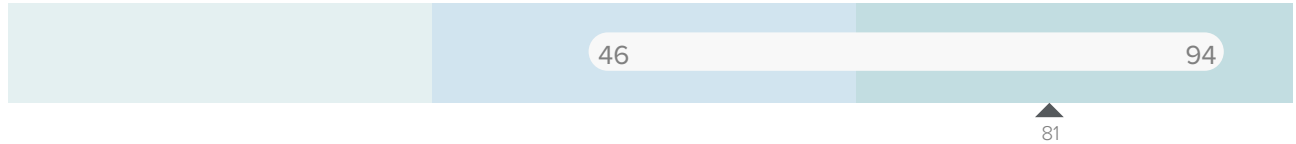
Range of Cultural Values in this Group

INDIVIDUALISM

Emphasis on individual goals and individual rights

COLLECTIVISM

Emphasis on group goals and personal relationships



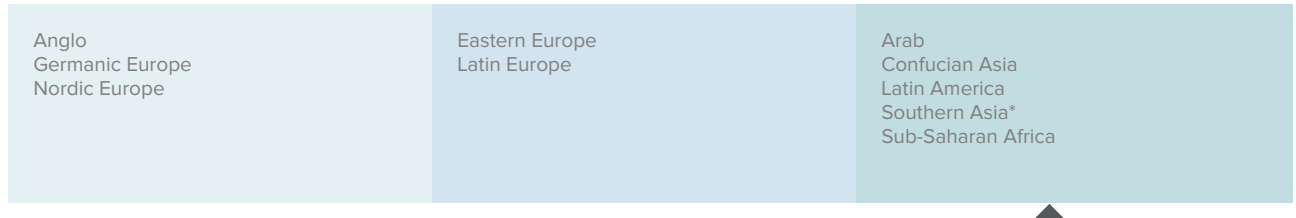
Group Average vs. Cultural Clusters

INDIVIDUALISM

Emphasis on individual goals and individual rights

COLLECTIVISM

Emphasis on group goals and personal relationships



* Significant variation within cluster

Individualism versus Collectivism is the extent to which you think of yourself primarily as an individual versus primarily as a member of a specific group (e.g., your family or work group). The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH INDIVIDUALISTS	WORKING WITH COLLECTIVISTS
<ul style="list-style-type: none"> • Allow for autonomy • Recognize the importance of rapid decision-making. 	<ul style="list-style-type: none"> • Create time for consultation and consensus-building • Recognize the importance of building lasting relationships

LOW POWER DISTANCE – HIGH POWER DISTANCE

Low Power Distance

Emphasize equality and shared decision-making, May be perceived as disrespectful followers or weak leaders.

High Power Distance

Emphasize differences in status and expect superiors to make decisions. May be perceived as passive followers or dictatorial leaders.

Range of Cultural Values in this Group

LOW POWER DISTANCE

Emphasis on equality; shared decision-making

HIGH POWER DISTANCE

Emphasis on differences in status; superiors make decisions



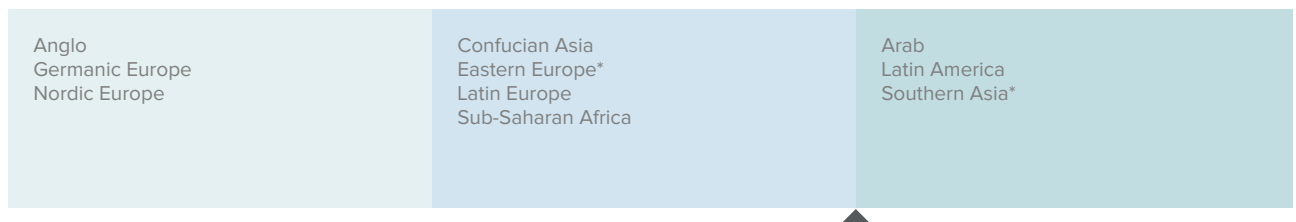
Group Average vs. Cultural Clusters

LOW POWER DISTANCE

Emphasis on equality; shared decision-making

HIGH POWER DISTANCE

Emphasis on differences in status; superiors make decisions



* Significant variation within cluster

Power Distance is the extent to which you prefer a flat, egalitarian approach to leadership versus a more top-down, hierarchical leadership style. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH LOW POWER DISTANCE PEOPLE	WORKING WITH HIGH POWER DISTANCE PEOPLE
<ul style="list-style-type: none"> • De-emphasize titles and formalities • Question or challenge authority 	<ul style="list-style-type: none"> • Follow the chain of command carefully • Do not question authority, particularly in public

LOW UNCERTAINTY AVOIDANCE – HIGH UNCERTAINTY AVOIDANCE

Low Uncertainty Avoidance

Emphasize flexibility and adaptability. May be perceived as being unprepared and disorganized.

High Uncertainty Avoidance

Emphasize planning and predictability. May be perceived as uptight and inflexible.

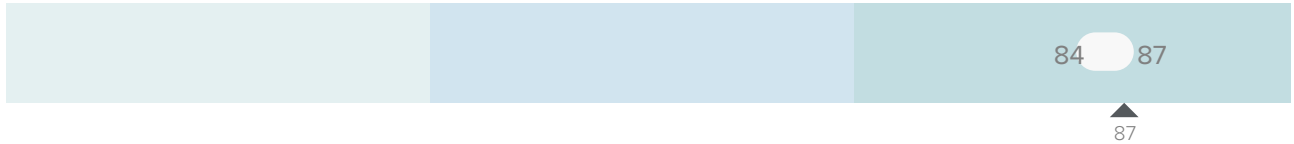
Range of Cultural Values in this Group

LOW UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

HIGH UNCERTAINTY AVOIDANCE

Emphasis on planning and predictability



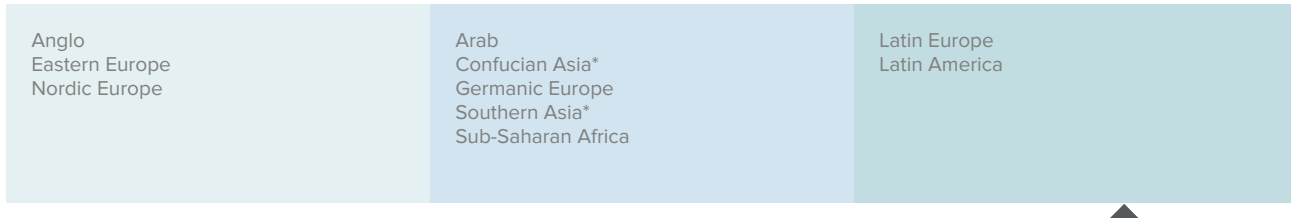
Group Average vs. Cultural Clusters

LOW UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

HIGH UNCERTAINTY AVOIDANCE

Emphasis on planning and predictability



* Significant variation within cluster

Uncertainty Avoidance is the extent to which you prefer to be flexible and adapt to changing circumstances versus reducing and avoiding uncertainty. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH LOW UNCERTAINTY AVOIDANCE PEOPLE	WORKING WITH HIGH UNCERTAINTY AVOIDANCE PEOPLE
<ul style="list-style-type: none"> • Avoid dogmatic statements • Invite them to explore solutions 	<ul style="list-style-type: none"> • Give explicit instructions • Rely on formalized procedures and policies

COOPERATIVE – COMPETITIVE

Cooperative

Emphasizes collaboration, and a nurturing approach. May be perceived as weak or too soft.

Competitive

Emphasizes competition, assertiveness, and achievement. May be perceived as too aggressive or combative.

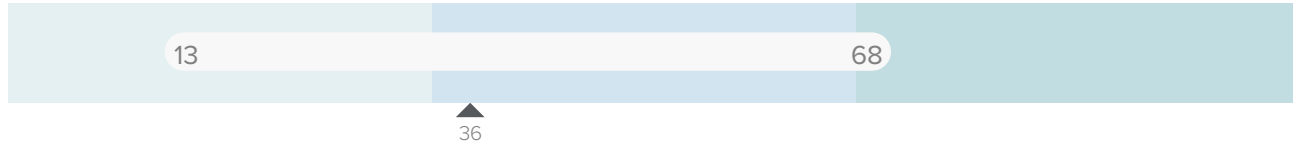
Range of Cultural Values in this Group

COOPERATIVE

Emphasis on collaboration, nurturing, and family

COMPETITIVE

Emphasis on competition, assertiveness, and achievement



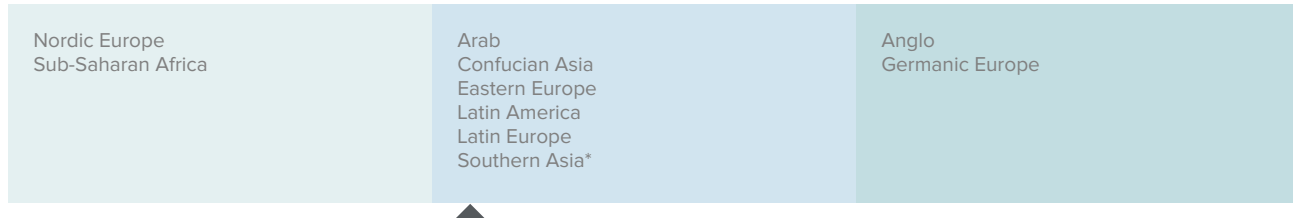
Group Average vs. Cultural Clusters

COOPERATIVE

Emphasis on collaboration, nurturing, and family

COMPETITIVE

Emphasis on competition, assertiveness, and achievement



* Significant variation within cluster

Cooperative versus Competitive is the extent to which you prefer to achieve results collaboratively versus competitively. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH COOPERATIVE PEOPLE	WORKING WITH COMPETITIVE PEOPLE
<ul style="list-style-type: none"> Establish a relationship before the task Communicate to build rapport 	<ul style="list-style-type: none"> Focus on the task first Communicate to report information

SHORT TERM – LONG TERM

Short Term

Emphasize immediate outcomes (success now). May be perceived as short-sighted.

Long Term

Emphasize long-term planning (success later). May be perceived as unrealistic and too future-oriented.

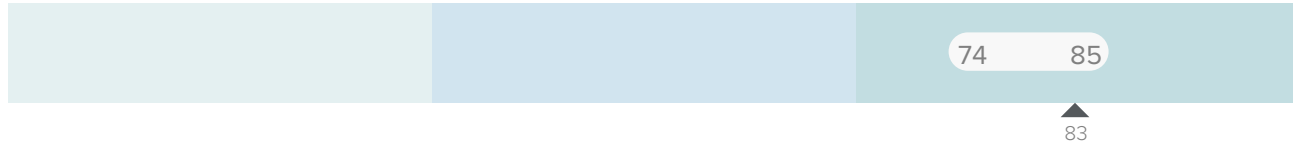
Range of Cultural Values in this Group

SHORT TERM

Emphasis on immediate outcomes (success now)

LONG TERM

Emphasis on long term planning (success later)



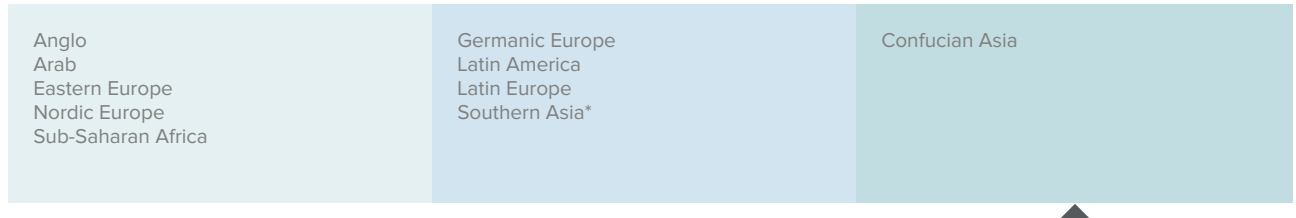
Group Average vs. Cultural Clusters

SHORT TERM

Emphasis on immediate outcomes (success now)

LONG TERM

Emphasis on long term planning (success later)



* Significant variation within cluster

Time orientation is the extent to which you prefer to focus on immediate results versus results that may come several years later. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH SHORT-TERM TIME ORIENTED PEOPLE	WORKING WITH LONG-TERM TIME ORIENTED PEOPLE
<ul style="list-style-type: none"> • Prioritize “quick wins” • Focus on the present implications 	<ul style="list-style-type: none"> • Invest now for the future • Emphasize long-term implications

LOW CONTEXT / DIRECT – HIGH CONTEXT / INDIRECT

Low Context / Direct

Emphasize explicit communication (words). May be perceived as blunt or rude.

High Context / Indirect

Emphasize indirect communication (tone, context). May be perceived as obtuse or unclear.

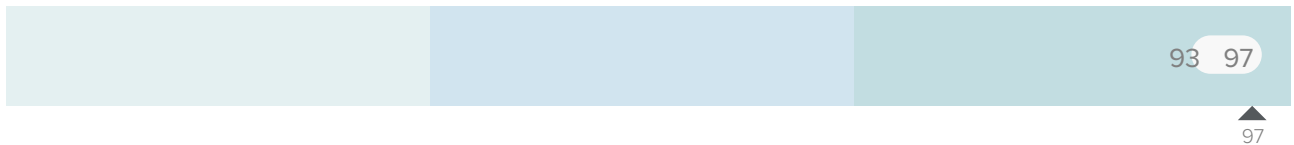
Range of Cultural Values in this Group

LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)



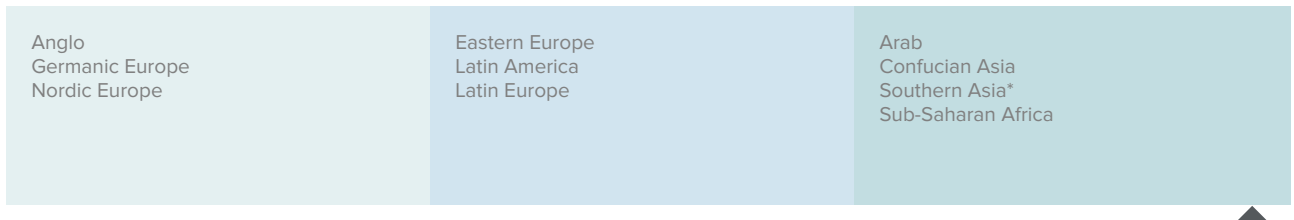
Group Average vs. Cultural Clusters

LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)



* Significant variation within cluster

Context is the extent to which you prefer communication that is explicit, direct, and clear versus communication that is more indirect, emphasizes harmony, and saving face. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH LOW CONTEXT (DIRECT) PEOPLE	WORKING WITH HIGH CONTEXT (INDIRECT) PEOPLE
<ul style="list-style-type: none"> • Be direct and explicit • Focus on getting the message across clearly 	<ul style="list-style-type: none"> • Recognize the importance of silence and reflection • Pay careful attention to what is not said

BEING – DOING

Being

Emphasize quality of life. May be perceived as too passive or lazy.

Doing

Emphasize staying busy and being active. May be perceived as workaholics.

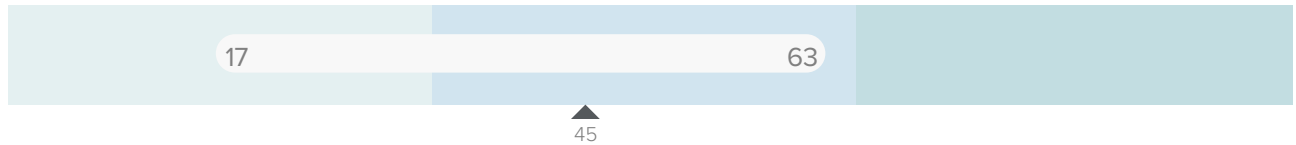
Range of Cultural Values in this Group

BEING

Emphasis on quality of life

DOING

Emphasis on being busy and meeting goals



Group Average vs. Cultural Clusters

BEING

Emphasis on quality of life

DOING

Emphasis on being busy and meeting goals



* Significant variation within cluster

Being versus Doing is the extent to which you prefer quality of life versus proactively working toward goals. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH BEING ORIENTED PEOPLE	WORKING WITH DOING ORIENTED PEOPLE
<ul style="list-style-type: none"> Affirm the person and avoid focusing only on performance Manage the relationship 	<ul style="list-style-type: none"> Affirm accomplishments and new opportunities Manage the process

UNIVERSALISM – PARTICULARISM

Universalism

Emphasizes established rules and standards that apply to everyone. May be perceived as inflexible and uncaring.

Particularism

Emphasizes special and unique standards that are based on relationships. May be perceived as showing favoritism or expecting favors.

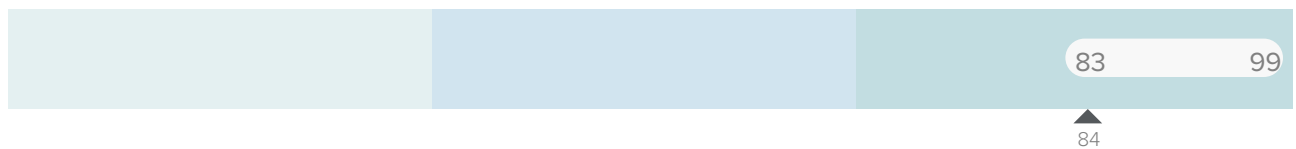
Range of Cultural Values in this Group

UNIVERSALISM

Emphasis on rules; standards that apply to everyone

PARTICULARISM

Emphasis on specifics; unique standards based on relationships



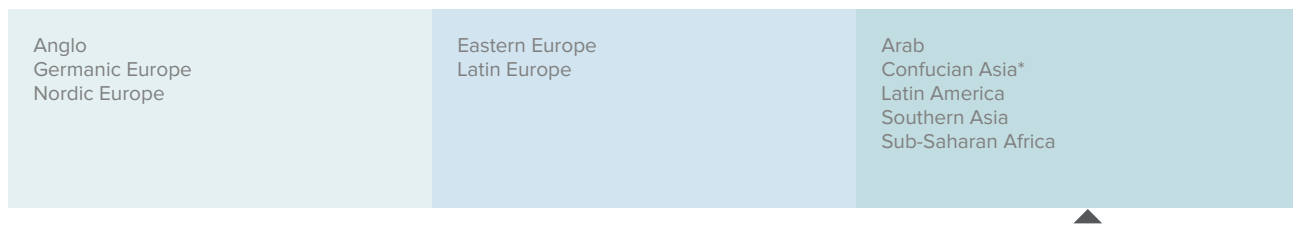
Group Average vs. Cultural Clusters

UNIVERSALISM

Emphasis on rules; standards that apply to everyone

PARTICULARISM

Emphasis on specifics; unique standards based on relationships



* Significant variation within cluster

Universalism versus Particularism is the extent to which you prefer to apply the same standards to everyone versus making exceptions for friends and family. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH UNIVERSALISTS	WORKING WITH PARTICULARISTS
<ul style="list-style-type: none"> • Provide commitments in writing and make every effort to abide by them • When circumstances require a change, provide as much rationale and advance warning as possible 	<ul style="list-style-type: none"> • Demonstrate flexibility whenever possible • Invest in relationships and show the role of context in informing decisions

NEUTRAL – AFFECTIVE

Neutral

Emphasize non-emotional communication and tend to disguise their feelings. May be perceived as being cold and aloof.

Affective

Emphasize expressive communication and sharing their feelings openly. May be perceived as being overly emotional.

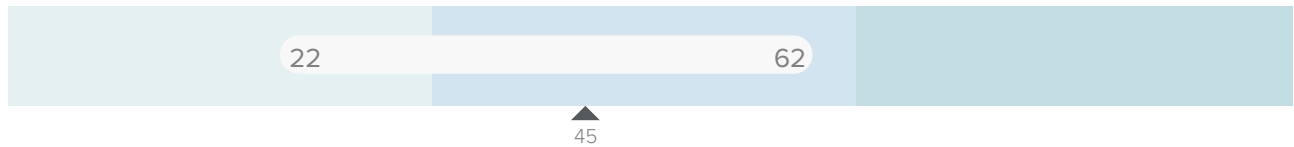
Range of Cultural Values in this Group

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

Emphasis on expressive communication; sharing feelings



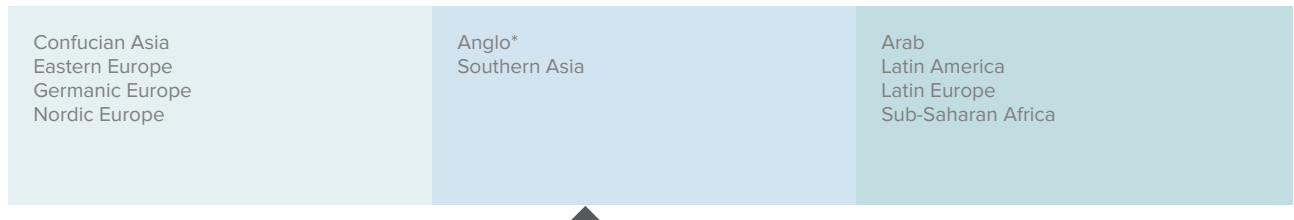
Group Average vs. Cultural Clusters

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

Emphasis on expressive communication; sharing feelings



* Significant variation within cluster

Expressiveness is the extent to which you prefer to hide your emotions versus show them. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH NON-EXPRESSIVE (NEUTRAL) PEOPLE	WORKING WITH EXPRESSIVE (AFFECTIVE) PEOPLE
<ul style="list-style-type: none"> • Manage emotions and regulate body language • Stick to the point in meetings and interactions 	<ul style="list-style-type: none"> • Open up to people and demonstrate warmth and trust • Work on being more expressive than you might typically prefer

MONOCHRONIC – POLYCHRONIC

Monochronic

Emphasize doing one thing at a time and keeping work and personal life separate. May be perceived as impersonal and inflexible.

Polychronic

Emphasize many obligations at the same time and mix work and personal responsibilities. May be perceived as irresponsible or distracted.

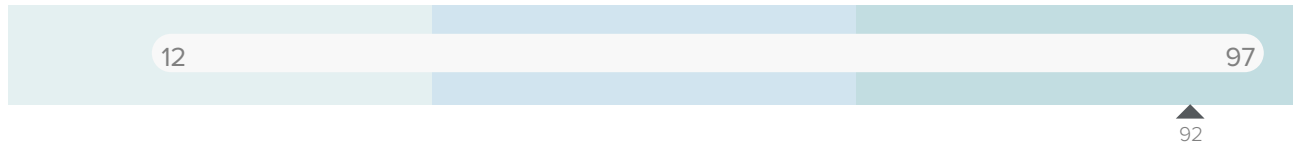
Range of Cultural Values in this Group

MONOCHRONIC

Emphasis on one thing at a time; punctuality; work and personal life separate

POLYCHRONIC

Emphasis on many obligations; comfortable with interruptions; work and personal life combined



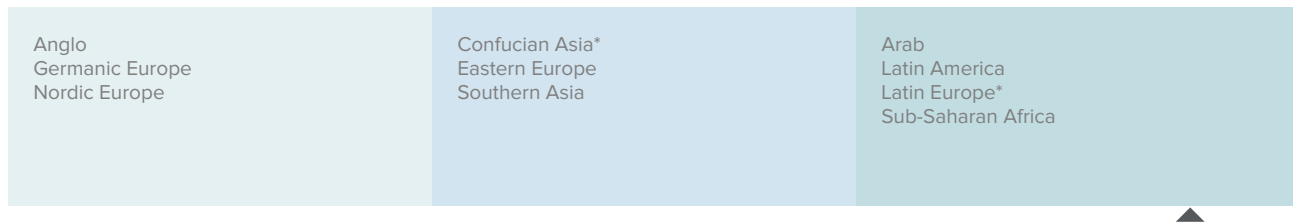
Group Average vs. Cultural Clusters

MONOCHRONIC

Emphasis on one thing at a time; punctuality; work and personal life separate

POLYCHRONIC

Emphasis on many obligations; comfortable with interruptions; work and personal life combined



* Significant variation within cluster

Focus is the extent to which you prefer to do one thing at a time versus multitasking. The following chart provides ideas for working with people from both ends of the continuum.

WORKING WITH MONOCHRONIC (LINEAR) PEOPLE	WORKING WITH POLYCHRONIC (NON-LINEAR) PEOPLE
<ul style="list-style-type: none"> • Provide follow-through and expediency when possible to build trust • When a deadline can't be met, propose an alternative one and stick to it 	<ul style="list-style-type: none"> • Find ways to be flexible on deadlines that are less important • Communicate the relational impact if a deadline is not met

