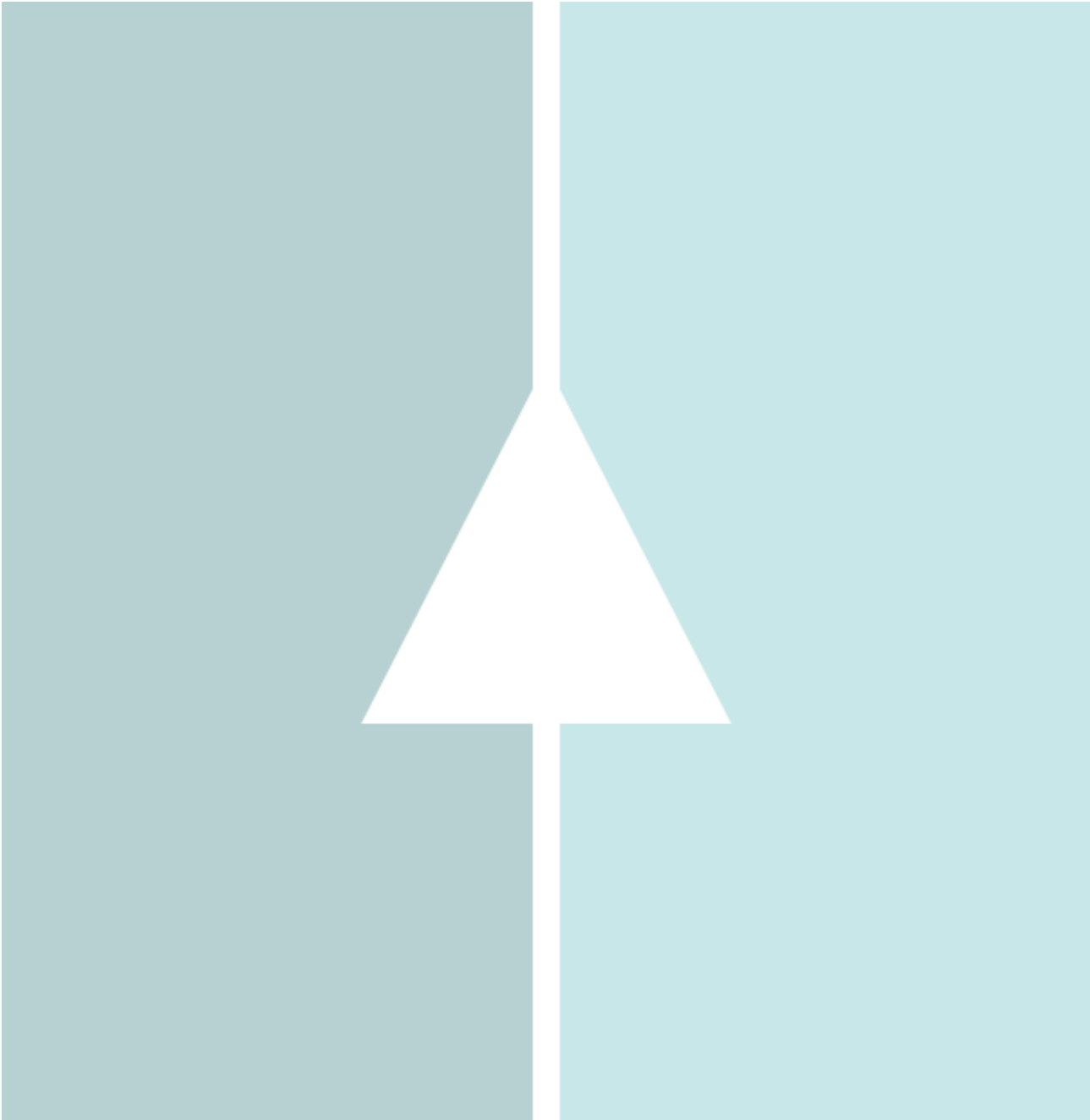# Team Preferences Report

AN ORGANIZATION

SOME PROGRAM

January 2024

Behavioral Preferences 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 behavioral preferences 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 behavioral preferences and the potential biases toward other cultures that can be triggered by different behavioral preferences. Behavioral preferences are one of the most helpful ways to understand the ways people prefer to do things. There is nothing better or worse about where people place along these preferences, but knowing the preferences of yourself and others can provide powerful insights. Awareness alone is not enough. To relate and work effectively with people who have different behavioral preferences. An individual must develop specific capabilities (CQ)

The following pages provide feedback on the behavioral preferences of those in this group. The report also provides information on how these preferences compare to the preferences of those in the ten largest cultural clusters in the world. These preferences provide a way to understand different ways of approaching life, relationships, and work. Sometimes the preferences of those in a group reflect the national culture of a majority of its members but not always.

BEHAVIORAL PREFERENCES

Below are definitions of the ten behavioral preferences.

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 contemplative time and relationship building
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
Polychronic / Non-Linear	Emphasis on multitasking; interruptions ok

BEHAVIORAL PREFERENCES

Individuals have personal preferences about how they like to approach tasks and interactions. Behavioral preferences are sometimes called cultural value preferences or cultural values. We prefer to use the term behavioral preferences to recognize that individuals have preferences and it is no longer practical to assume that all individuals from a particular nationality share similar cultural values or behavioral preferences. Behavioral preferences are more relevant when applied to individuals rather then stereotypical 'national' identities.

CULTURAL CLUSTERS

The behavioral preferences can be grouped into cultural clusters where you're likely to find a significant presence of a specific cluster of behavioral preferences. 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, 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.

Behavioral Prefereneces Group Profile

1   **100**
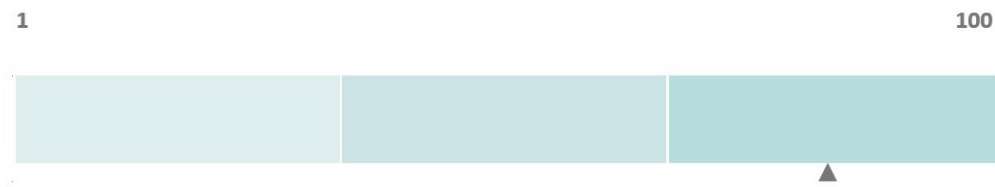
The triangles (▲) below the graphs indicate the average preference of those in this group for each behavioral preference (based on participant self-ratings). Numerical values are provided simply to offer a point of reference. **Behavioral preferences have no intrinsic meaning. It is not "better" to be on one end of the continuum or the other.**

Group Variability:

Numerical values show variability in behavioral preferences within this group.

Range of Numerical values : 14 – 94 (1 is the far left of each graph. 100 is the far right of each graph)
Range of Standard Deviation : 70 - 90

Note:

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

What is most important is understanding the similarities and differences in the behavioral preferences 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 behavioral preferences gives people a neutral set of terms they can use to describe themselves and others. Understanding behavioral preferences can also provide insights into reasons why some interactions are more challenging than others.

INDIVIDUALISM

Emphasis on individual goals and individual rights

Std Deviation: 34

COLLECTIVISM

Emphasis on group goals and personal relationships

88 ⬭ 91

▲
88

Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW POWER DISTANCE

Emphasis on equality; shared decision-making

Std Deviation: 23

HIGH POWER DISTANCE

Emphasis on differences in status; superiors make decisions

81   95

▲
94

Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW UNCERTAINTY AVOIDANCE
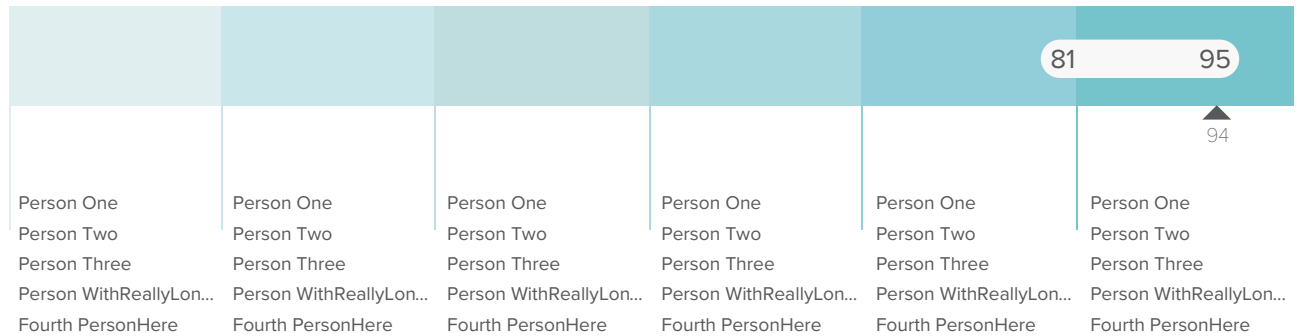
Emphasis on flexibility and adaptability

Std Deviation: 40

HIGH UNCERTAINTY AVOIDANCE

Emphasis on planning and predictability

21 ⬭ 22

▲
22

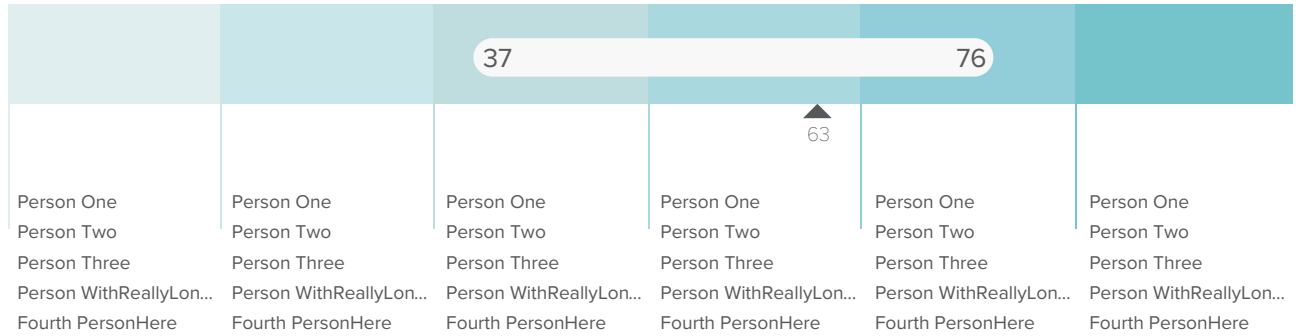| Person One | Person One | Person One | Person One | Person One | Person One |
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere
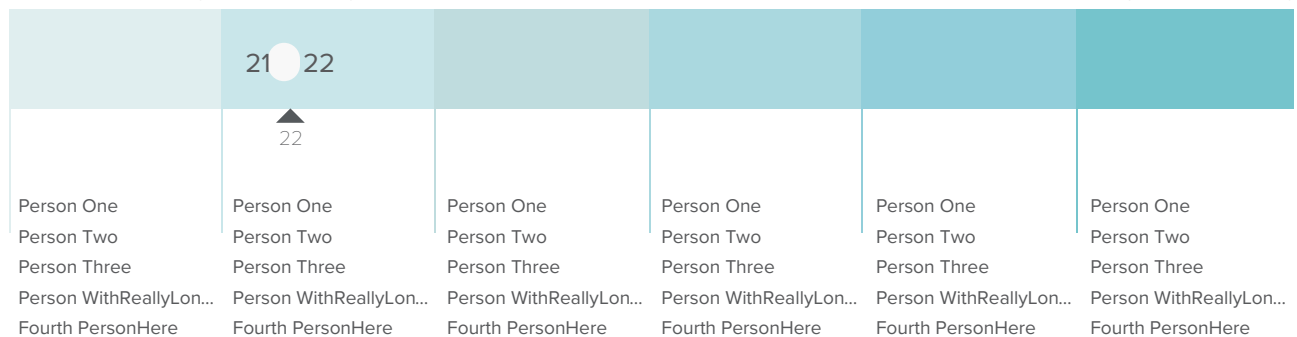
COOPERATIVE

Std Deviation: 3

COMPETITIVE

Emphasis on collaboration, nurturing, and family
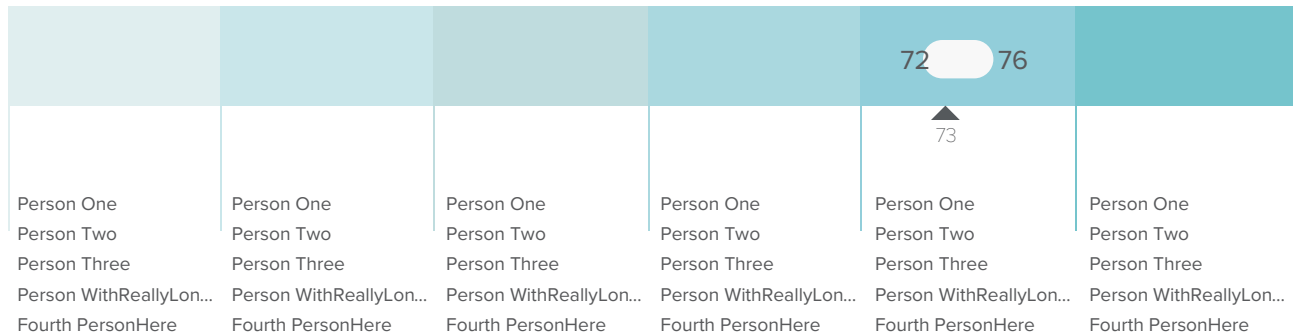
Emphasis on competition, assertiveness, and achievement

37   76

63

Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

SHORT TERM

Std Deviation: 79

LONG TERM

Emphasis on immediate outcomes (success now)

Emphasis on long term planning (success later)

72   76

73

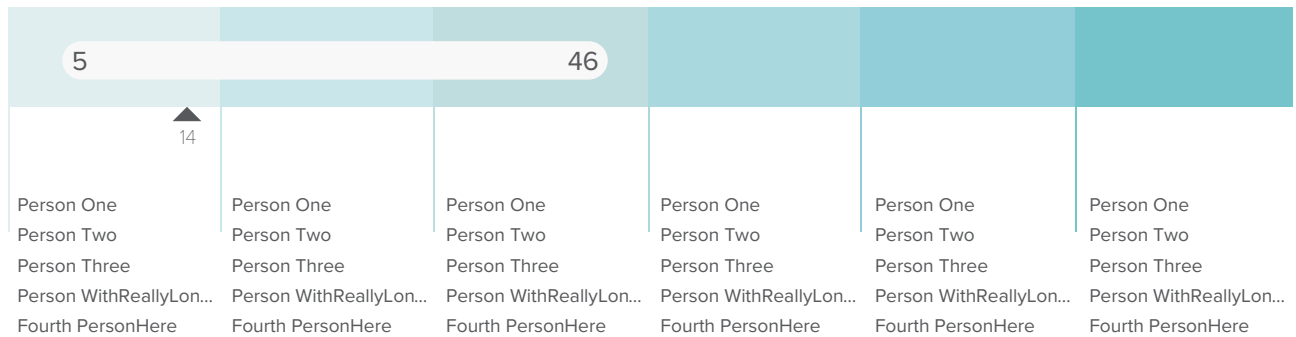| Person One | Person One | Person One | Person One | Person One | Person One |
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW CONTEXT / DIRECT

Std Deviation: 1

HIGH CONTEXT / INDIRECT

Emphasis on explicit communication (words)
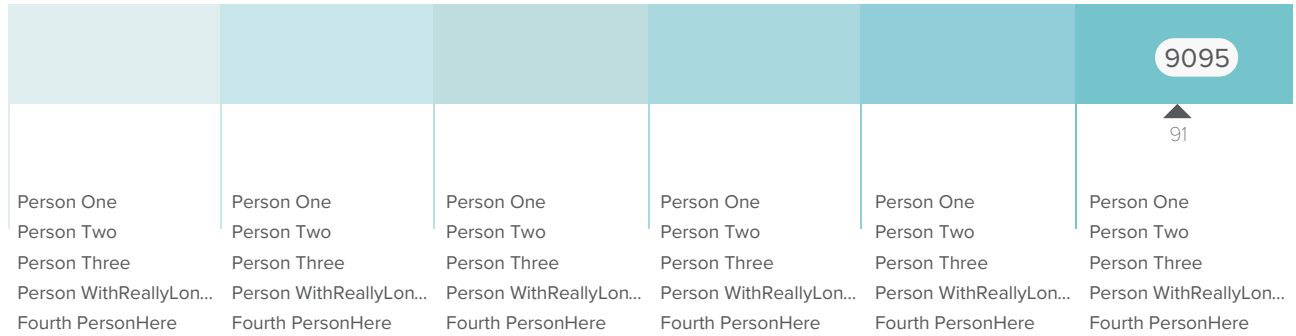
Emphasis on indirect communication (tone, context)

5   46

14

Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

BEING

Std Deviation: 90

DOING

Emphasis on contemplative time and relationship building
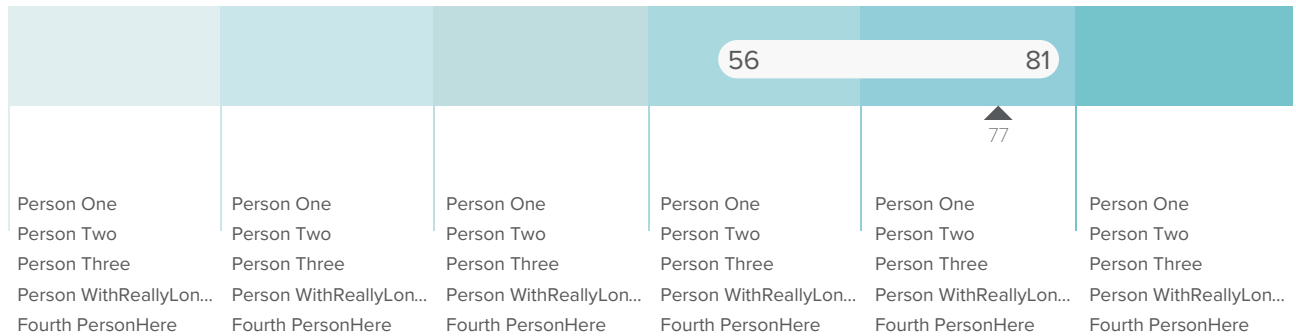
Emphasis on being busy and meeting goals

					9095
					▲ 91
Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

UNIVERSALISM

Std Deviation: 90

PARTICULARISM

Emphasis on rules; standards that apply to everyone

Emphasis on specifics; unique standards based on relationships

			56	81	
				▲ 77	
Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

NEUTRAL

Std Deviation: 47

AFFECTIVE

Emphasis on non-emotional communication; hiding feelings

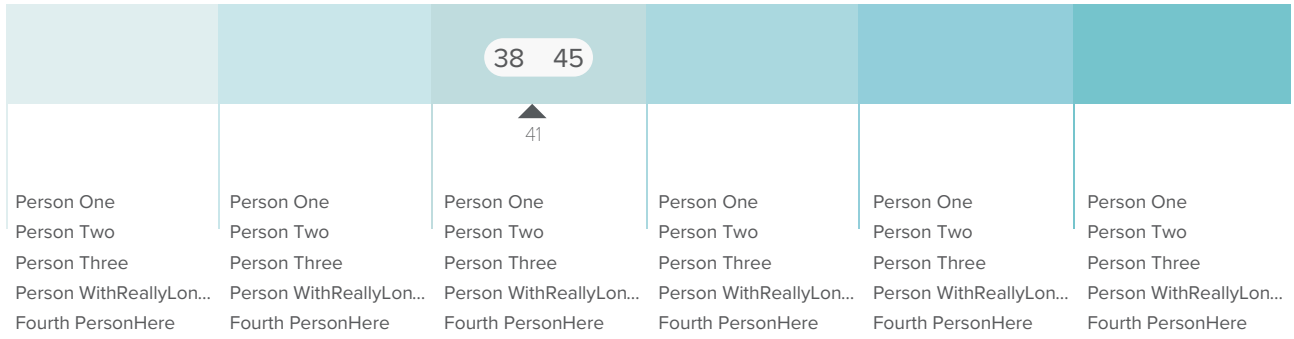Emphasis on expressive communication; sharing feelings

10				81	
	▲ 34				
Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

MONOCHRONIC		Std Deviation: 48		POLYCHRONIC	
Emphasis on one thing at a time; punctuality			Emphasis on many obligations; comfortable with interruptions		

38   45

▲
41

Person One	Person One	Person One	Person One	Person One	Person One
Person Two	Person Two	Person Two	Person Two	Person Two	Person Two
Person Three	Person Three	Person Three	Person Three	Person Three	Person Three
Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...	Person WithReallyLon...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

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 Behavioral Preferences in this Group

INDIVIDUALISM
Emphasis on individual goals and individual rights

COLLECTIVISM
Emphasis on group goals and personal relationships

88   91

88

Group Average vs. Cultural Clusters

INDIVIDUALISM
Emphasis on individual goals and individual rights

COLLECTIVISM
Emphasis on group goals and personal relationships

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin Europe	Arab Confucian Asia Latin America Southern Asia* Sub-Saharan Africa
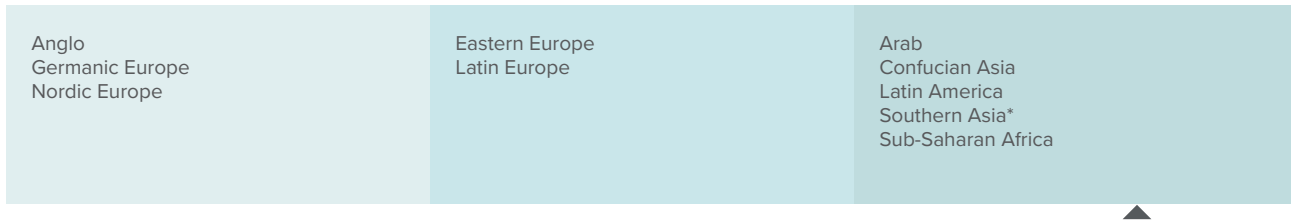
* Significant variation within cluster

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
• Allow for autonomy • Recognize the importance of rapid decision-making.	• 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 Behavioral Preferences in this Group

LOW POWER DISTANCE
Emphasis on equality; shared decision-making

HIGH POWER DISTANCE
Emphasis on differences in status; superiors make decisions

| 81 | 95 |

94

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

Anglo Germanic Europe Nordic Europe	Confucian Asia Eastern Europe* Latin Europe Sub-Saharan Africa	Arab Latin America Southern Asia*

* 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
• De-emphasize titles and formalities • Question or challenge authority	• 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 b as being unprepared and disorganized.

High Uncertainty Avoidance

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

Range of Behavioral Preferences in this Group

LOW UNCERTAINTY AVOIDANCE
Emphasis on flexibility and adaptability
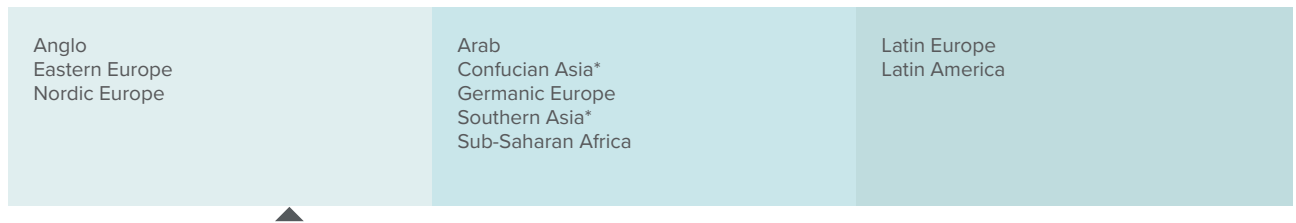
HIGH UNCERTAINTY AVOIDANCE
Emphasis on planning and predictability

21　22

22

Group Average vs. Cultural Clusters

LOW UNCERTAINTY AVOIDANCE
Emphasis on flexibility and adaptability

HIGH UNCERTAINTY AVOIDANCE
Emphasis on planning and predictability

Anglo Eastern Europe Nordic Europe	Arab Confucian Asia* Germanic Europe Southern Asia* Sub-Saharan Africa	Latin Europe Latin America

* 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
• Avoid dogmatic statements • Invite them to explore solutions	• 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 Behavioral Preferences in this Group

COOPERATIVE	COMPETITIVE
Emphasis on collaboration, nurturing, and family	Emphasis on competition, assertiveness, and achievement

37   76

63

Group Average vs. Cultural Clusters

COOPERATIVE	COMPETITIVE
Emphasis on collaboration, nurturing, and family	Emphasis on competition, assertiveness, and achievement

Nordic Europe Sub-Saharan Africa	Arab Confucian Asia Eastern Europe Latin America Latin Europe Southern Asia*	Anglo Germanic Europe

* 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
• Establish a relationship before the task • Communicate to build rapport	• 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 Behavioral Preferences in this Group

SHORT TERM	LONG TERM
Emphasis on immediate outcomes (success now)	Emphasis on long term planning (success later)

72   76

73

Group Average vs. Cultural Clusters

SHORT TERM		LONG TERM
Emphasis on immediate outcomes (success now)		Emphasis on long term planning (success later)
Anglo Arab Eastern Europe Nordic Europe Sub-Saharan Africa	Germanic Europe Latin America Latin Europe Southern Asia*	Confucian Asia
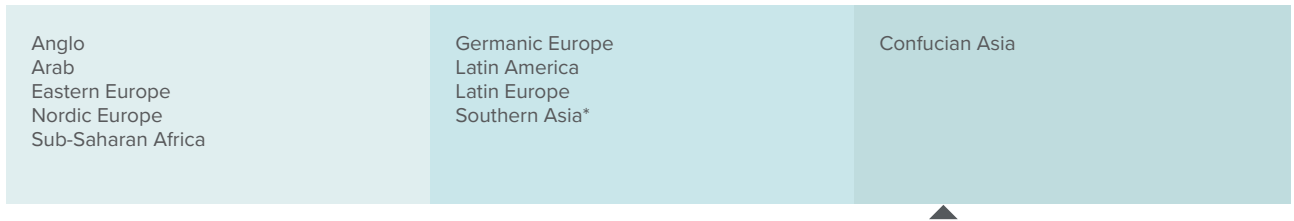
* Significant variation within cluster

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
• Prioritize "quick wins" • Focus on the present implications	• 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

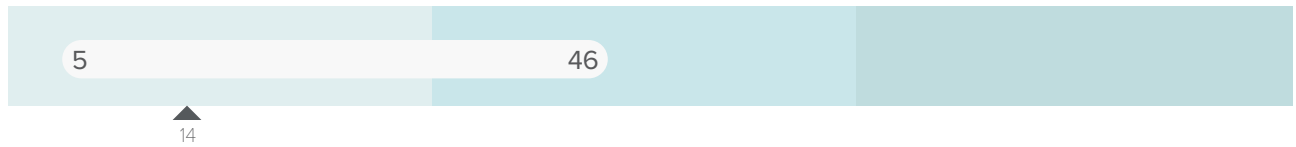Emphasize indirect communication (tone, context). May be perceived as obtuse or unclear.

Range of Behavioral Preferences in this Group

LOW CONTEXT / DIRECT
Emphasis on explicit communication (words)

HIGH CONTEXT / INDIRECT
Emphasis on indirect communication (tone, context)

5	46

▲
14

Group Average vs. Cultural Clusters

LOW CONTEXT / DIRECT
Emphasis on explicit communication (words)

HIGH CONTEXT / INDIRECT
Emphasis on indirect communication (tone, context)

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin America Latin Europe	Arab Confucian Asia Southern Asia* Sub-Saharan Africa

▲

* 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
• Be direct and explicit • Focus on getting the message across clearly	• Recognize the importance of silence and reflection • Pay careful attention to what is not said

BEING – DOING

Being

Emphasize on contemplative time and relationship building. May be perceived as too passive or lazy.

Doing

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

Range of Behavioral Preferences in this Group

BEING		DOING
Emphasis on contemplative time and relationship building		Emphasis on being busy and meeting goals

9095

91

Group Average vs. Cultural Clusters

BEING		DOING
Emphasis on contemplative time and relationship building		Emphasis on being busy and meeting goals
Arab Latin America Nordic Europe Sub-Saharan Africa	Confucian Asia* Eastern Europe Latin Europe Southern Asia*	Anglo Germanic Europe

* Significant variation within cluster

Being versus Doing is the extent to which you prefer contemplative time and relationship building 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
• Affirm the person and avoid focusing only on performance • Manage the relationship	• 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.
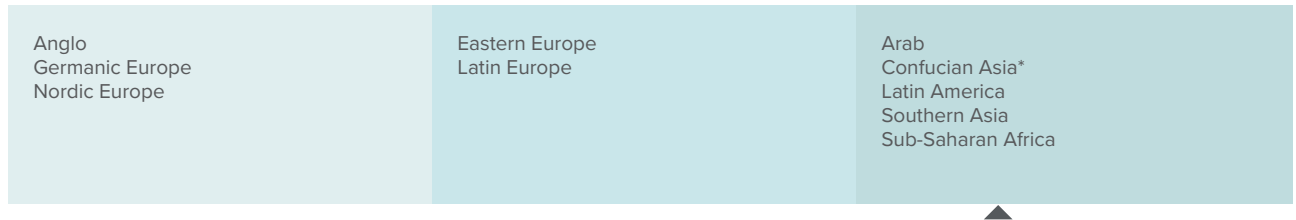
Range of Behavioral Preferences in this Group

UNIVERSALISM
Emphasis on rules; standards that apply to everyone

PARTICULARISM
Emphasis on specifics; unique standards based on relationships

56   81

77

Group Average vs. Cultural Clusters

UNIVERSALISM
Emphasis on rules; standards that apply to everyone

PARTICULARISM
Emphasis on specifics; unique standards based on relationships

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin Europe	Arab Confucian Asia* Latin America Southern Asia Sub-Saharan Africa

* 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
• 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	• 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 Behavioral Preferences in this Group

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE
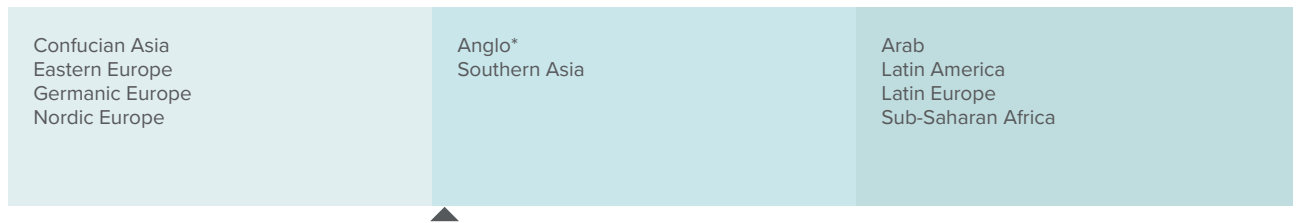
Emphasis on expressive communication; sharing feelings

| 10 | 81 |

34

Group Average vs. Cultural Clusters

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

Emphasis on expressive communication; sharing feelings

| Confucian Asia
Eastern Europe
Germanic Europe
Nordic Europe | Anglo*
Southern Asia | Arab
Latin America
Latin Europe
Sub-Saharan Africa |

* 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
• Manage emotions and regulate body language • Stick to the point in meetings and interactions	• 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.
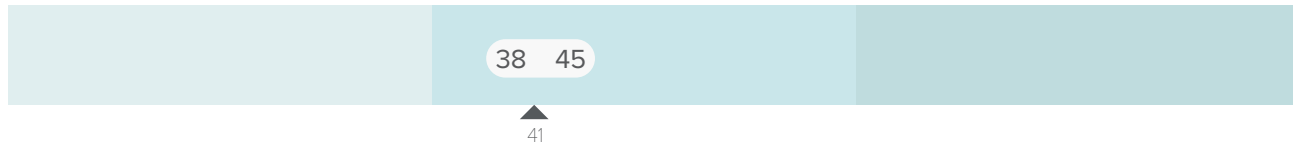
Range of Behavioral Preferences in this Group

MONOCHRONIC

Emphasis on one thing at a time; punctuality

POLYCHRONIC

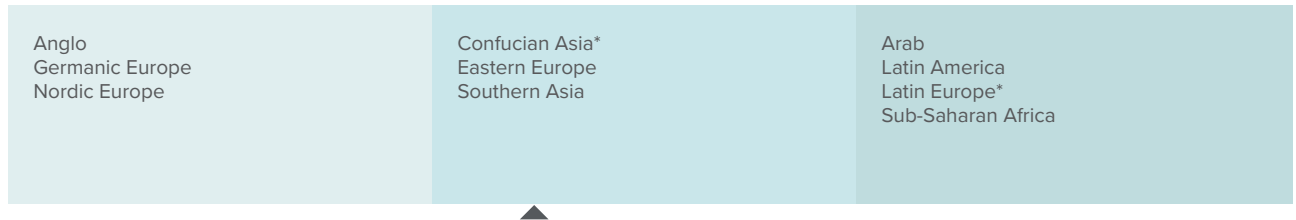Emphasis on many obligations; comfortable with interruptions

38   45

41

Group Average vs. Cultural Clusters

MONOCHRONIC

Emphasis on one thing at a time; punctuality

POLYCHRONIC

Emphasis on many obligations; comfortable with interruptions

| Anglo
Germanic Europe
Nordic Europe | Confucian Asia*
Eastern Europe
Southern Asia | Arab
Latin America
Latin Europe*
Sub-Saharan Africa |

* 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
• 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	• Find ways to be flexible on deadlines that are less important • Communicate the relational impact if a deadline is not met