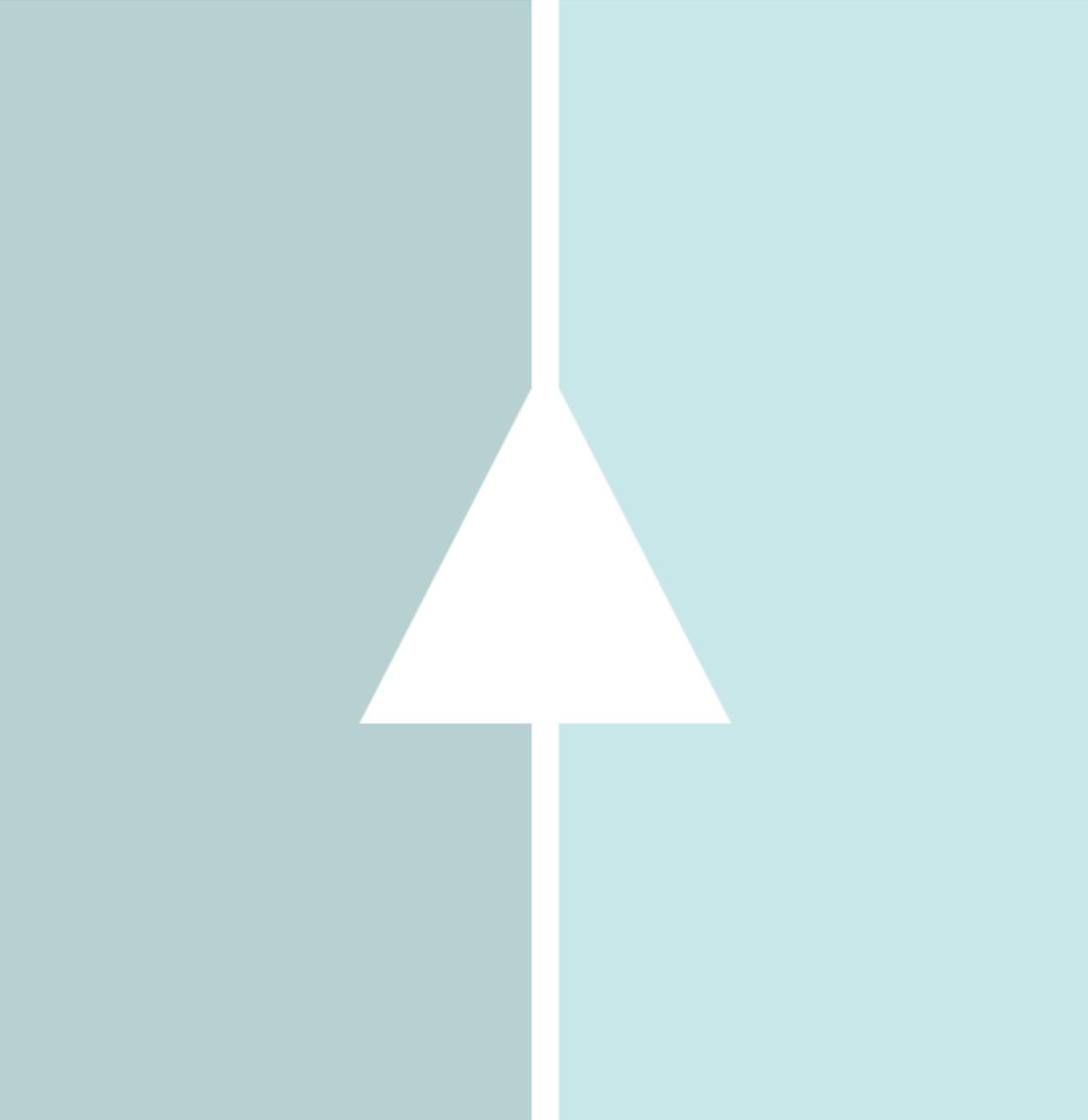


Cultural Values

CULTURAL VALUES PROFILE FEEDBACK REPORT

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Contents

This Cultural Values Profile identifies your individual orientation on ten cultural value dimensions. Understanding your personal orientation on each of these dimensions is the first step toward developing cultural intelligence.

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CULTURE MATTERS

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

The first step toward developing your CQ is awareness of your own cultural values and the potential biases you may have toward other cultures.

WHAT IS CULTURE?

Culture is a shared pattern of beliefs, values, assumptions and behaviors that distinguishes one group from another. Or more simply put, 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.

WHAT IS CULTURAL IDENTITY?

Cultural identity is your sense of belonging to a specific group (nationality, ethnicity, gender, age, profession, etc.). Most people have multiple cultural identities because they belong to multiple groups. Take a minute and think about your cultural identities. Which identities are especially important to you?

REFLECTIONS ON YOUR CULTURAL IDENTITY

CULTURAL VALUE DIFFERENCES

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. Your cultural values influence how you interact, communicate, plan, and execute tasks. This feedback report includes information on ten cultural value dimensions.

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

Your Cultural Values Profile

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture/s but not always. The charts on the next few pages show your individual cultural value orientations, followed by the orientations of the ten largest cultural clusters in the world. These summaries provide descriptions of different ways of approaching life, relationships, and work.

CULTURAL INTELLIGENCE (CQ) BEGINS HERE

The following pages provide feedback on your individual cultural value orientations.

Important Note: Scores on cultural values have no intrinsic meaning. It is not “better” to be toward the left, right, or in the middle. Instead, these are descriptions of preferences.

The triangle (▲) indicates your self-rating based upon your responses to the survey you took. Note whether your rating is in the first third (oriented toward the left side of the continuum), the middle third (preferring neither extreme), or the last third (oriented toward the right side of the continuum).

INDIVIDUALISM

Emphasis on individual goals and individual rights

COLLECTIVISM

Emphasis on group goals and personal relationships

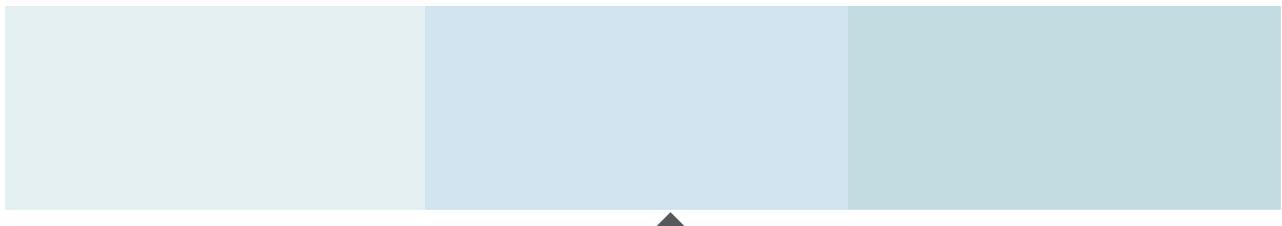


LOW POWER DISTANCE

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)

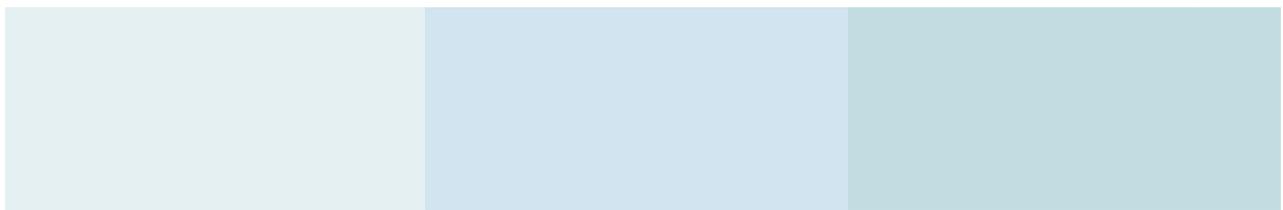


LOW CONTEXT / DIRECT

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 Clusters

The next section of this report includes the profiles of the ten largest cultural clusters in the world. These clusters stem from Ronen and Shenkar's research. Given the enormous diversity within these clusters, these should only be used as a starting point for comparing yourself against the dominant profiles of these clusters. For example, not all Anglos or Confucian Asians will reflect the tendencies noted. The ten clusters are listed below along with examples of where large populations of each cultural cluster can be found.

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 are NOT the clusters themselves. They are simply places where you're likely to find a significant presence of the cultural clusters.

For further reading on the ten cultural clusters, see *Expand Your Borders: Discover the World Through Ten Cultural Clusters* by David Livermore.

Visit www.culturalQ.com for additional resources (books, videos, assessments, training etc.) for improving your cultural intelligence.

In the following sections, notice your self-rating compared to the averages of the ten largest cultural clusters in the world.

INDIVIDUALISM

COLLECTIVISM

Emphasis on individual goals and individual rights

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
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With Individualists	With Collectivists
<ul style="list-style-type: none"> • Allow for autonomy • Recognize the importance of rapid decision-making 	<ul style="list-style-type: none"> • Give time to consult with others and work on building consensus • Recognize the importance of long-term relationships

IDEAS AND INSIGHTS

LOW POWER DISTANCE

HIGH POWER DISTANCE

Emphasis on equality; shared decision-making

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*
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With Low Power Distance	With High Power Distance
<ul style="list-style-type: none"> • Forgo formalities • Create ways to question or challenge authority 	<ul style="list-style-type: none"> • Follow chain of command carefully • Do not question or challenge authority publicly

IDEAS AND INSIGHTS

LOW UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

Anglo
Eastern Europe
Nordic Europe

Arab
Confucian Asia*
Germanic Europe
Southern Asia*
Sub-Saharan Africa

Latin Europe
Latin America



HIGH UNCERTAINTY AVOIDANCE

Emphasis on planning and predictability

With Low Uncertainty Avoidance	With High Uncertainty Avoidance
<ul style="list-style-type: none"> • Avoid dogmatic statements • Invite them to explore the unknown 	<ul style="list-style-type: none"> • Give explicit instructions • Rely on formalized procedures and policies

IDEAS AND INSIGHTS

COOPERATIVE

Emphasis on collaboration, nurturing, and family

Nordic Europe
Sub-Saharan Africa

Arab
Confucian Asia
Eastern Europe
Latin America
Latin Europe
Southern Asia*

Anglo
Germanic Europe



COMPETITIVE

Emphasis on competition, assertiveness, and achievement

With Cooperative	With Competitive
<ul style="list-style-type: none"> • Establish relationship before task • Communicate to build rapport 	<ul style="list-style-type: none"> • Focus on task first • Communicate to report information

IDEAS AND INSIGHTS

SHORT TERM

Emphasis on immediate outcomes (success now)

LONG TERM

Emphasis on long term planning (success later)



With Short Term	With Long Term
<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

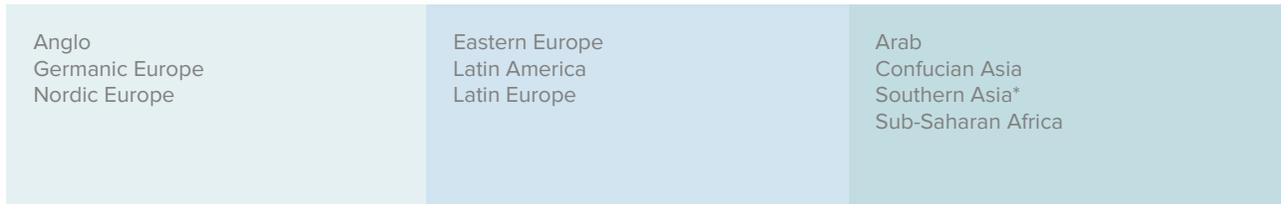
IDEAS AND INSIGHTS

LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)



With Low Context / Direct	With High Context / Indirect
<ul style="list-style-type: none"> • Be direct and explicit • Focus on getting your message across clearly 	<ul style="list-style-type: none"> • Recognize the importance of silence and reflection • Pay careful attention to what is NOT said

IDEAS AND INSIGHTS

BEING

Emphasis on quality of life

Arab
Latin America
Nordic Europe
Sub-Saharan Africa

Confucian Asia*
Eastern Europe
Latin Europe
Southern Asia*

DOING

Emphasis on being busy and meeting goals

Anglo
Germanic Europe



With Being	With Doing
<ul style="list-style-type: none"> • Affirm who the person is, not just performance • Manage the relationship 	<ul style="list-style-type: none"> • Affirm accomplishments and new opportunities • Manage the process

IDEAS AND INSIGHTS

UNIVERSALISM

Emphasis on rules; standards that apply to everyone

Anglo
Germanic Europe
Nordic Europe

Eastern Europe
Latin Europe

PARTICULARISM

Emphasis on specifics; unique standards based on relationships

Arab
Confucian Asia*
Latin America
Southern Asia
Sub-Saharan Africa



With Universalists	With Particularists
<ul style="list-style-type: none"> • Provide commitments in writing and make every effort to abide by them • When changes are needed, provide as much rationale and advanced warning as possible 	<ul style="list-style-type: none"> • Demonstrate flexibility when possible • Invest in relationships and show the role of context in how you make a decision

IDEAS AND INSIGHTS

NEUTRAL / NON-EXPRESSIVE

Emphasis on non-emotional communication; hiding feelings

Confucian Asia
Eastern Europe
Germanic Europe
Nordic Europe

Anglo*
Southern Asia

AFFECTIVE / EXPRESSIVE

Emphasis on expressive communication; sharing feelings

Arab
Latin America
Latin Europe
Sub-Saharan Africa



With Neutral / Non-Expressive	With Affective / Expressive
<ul style="list-style-type: none"> • Manage your emotional expressiveness and body language • Stick to the point in meetings and interactions 	<ul style="list-style-type: none"> • Open up to people to demonstrate warmth and trust • Be more expressive than you typically prefer

IDEAS AND INSIGHTS

MONOCHRONIC / LINEAR

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

Anglo
Germanic Europe
Nordic Europe

Confucian Asia*
Eastern Europe
Southern Asia

POLYCHRONIC / NON-LINEAR

Emphasis on multitasking; interruptions ok; work and personal combined

Arab
Latin America
Latin Europe*
Sub-Saharan Africa



With Monochronic / Linear	With Polychronic / Non-Linear
<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 and stick to it 	<ul style="list-style-type: none"> • Find ways to be flexible on deadlines that are less important • Explain the relational impact for you if a deadline isn't met

IDEAS AND INSIGHTS

Team Cultural Values

Discuss the following questions and strategize how your team can use your similarities and differences in cultural values to enhance your team performance. If your team has not yet completed the CV Profile, consider the benefits of being able to compare cultural value orientations

SIMILARITIES AND DIFFERENCES

In what cultural value/s is your team most similar?

In what cultural value/s is your team most different?

Is there any cultural dimension where only one individual is different from the rest of your team? If so, discuss the implications for this individual and the team as a whole.

STRENGTHS AND CHALLENGES

As you observe the pattern of your team's cultural values, what potential strengths do you observe?

As you observe the pattern of your team's cultural values, what potential challenges do you anticipate?

Work together to determine specific action steps your team can take to make sure the similarities and differences in cultural values become an asset rather than a liability.

Action Plan

PERSONAL PREFERENCES

Which of your cultural values are most similar to your culture/s of origin?

Which of your cultural values are most different from your culture/s of origin? Why do you think that is?

Which of your cultural values is most different from some of the people with whom you regularly interact?

POTENTIAL BIASES

Which cultural value difference creates the most frustration for you? Why?

What is one strategy you can use to address this frustration?

IMPROVED EFFECTIVENESS

Your Cultural Values Profile reveals your preferences. Your capability to work effectively across these cultural differences is assessed on the CQ Assessment. But research demonstrates that the awareness gained from understanding the cultural values of yourself and others is a critical step in improving your cultural intelligence. It helps you identify the role of cultural differences as you work and relate across cultures and prepares you to develop additional skills.

Identify two cultural differences where you would like to increase your flexibility (e.g., if you prefer very direct communication, you may want to work on being able to better understand indirect communicators.)

- Individualism - Collectivism
- Power Distance
- Uncertainty Avoidance
- Cooperative - Competitive
- Short Term - Long Term
- Direct - Indirect
- Being - Doing
- Universalism - Particularism
- Neutral - Affective
- Monochronic - Polychronic

List two things you can do in the next month to improve your flexibility on these two dimensions:

List two things you can do in the next three months to improve your flexibility on these two dimensions:

NOW WHAT?

Now that you've become more aware of your own cultural values and the cultural values of others, the next step is to assess and develop your cultural intelligence (CQ). CQ predicts how you'll relate, adapt, and work in culturally diverse situations. Understanding cultural values is one part of cultural intelligence (something we refer to as CQ Knowledge), but the benefit of understanding cultural values is limited without developing all four CQ capabilities (CQ Drive, CQ Knowledge, CQ Strategy, and CQ Action).

Visit www.culturalQ.com for more information on how to take a CQ Assessment and receive a personalized feedback report and development plan.

