Cultural Orientations

Map your own cultural orientation by placing an X at the spot that most accurately reflects your values on each continuum below.

CONCEPT OF SELF Individualism Collectivism I feel best when I'm responsible only for I feel best as part of a group or team and myself and my own work sharing responsibility for the work Individual is the smallest unit Group (usually family) is the smallest unit Personal fulfillment is the greatest good Group harmony is the greatest good • Children are taught to stand on their own Children are taught to depend on others • Individual recognition Prefer team/group recognition Identity person & individual Identity function of group membership "If I am ok, my group is ok" "If my group is ok, I am ok"

TIME ORIENTATION		
Monochronic		Polychronic
 I like to be on time and expect the same of others Time is limited commodity Deadlines & schedules are sacred Plans are not easily changed People may be too busy to see you People live by external clock 		 What is happening is more important than when it starts and ends Time is bent to meet peoples' needs Deadlines & schedules are easily changed Plans are fluid People always have time to see you People live by internal clock

PRIORITIZING Task Focused Relationship Focused

- I prefer to focus on getting the job done and become impatient with excessive socializing
- Top priority: getting down to business
- Emphasis on work to be done
- Important info is related to the task
- Success measured by tasks completed
- Small-talk cursory limited

- I prefer to focus on building relationships and work better with people when I get to know them
- Top priority: building relationships
- Emphasis on people to get work done
- Important info is what supports people
- Success measured by peoples' reactions
- Small-talk more personal and essential

POWER DISTANCE Egalitarian Hierarchical

- Titles, status and formality create barriers for me
- Lower power distance
- Democratic management style
- Power usually shared
- Delegation to subordinates
- Subordinates dislike micro-managing
- Initiative highly valued
- Consultative decision making
- Ok to disagree with boss
- Boss-Subordinate relations informal
- Rank has few privileges

- I work best when there is a clear rank and chain command
- High power distance
- Authoritarian management style
- Power is centralized
- Not much delegation
- Subordinates wait for instructions
- Initiative not necessary
- Top-down decision making
- No open disagreement with boss
- Boss-subordinate relations formal
- Rank has many privileges

Universalism Particularism

- I believe that rules and regulation should be followed by everyone
- What's right is always right
- There are absolutes
- Rules are rules and cannot be broken.
- There should be no exceptions
- Consistency is important
- Fair means treating everyone the same

- I believe that there are always exceptions to rules and regulation
- What's right depends on circumstances
- There are no absolutes
- Rules can be bent or broken
- Consistency is not always best
- Fair means treating everyone uniquely

DEGREE OF DIRECTNESS Direct Indirect Communication Communication

- I directly address difference when there is an issue so the problem can be solved
- People say what they mean
- People mean what they say
- No need to read between the lines
- Tell it like it is
- People say what they think
- Yes means yes

- I like to deal with differences indirectly, behind the scenes to avoid causing upset
- People don't always say what they mean
- People don't always mean what they say
- Have to read between the lines
- Can't always tell is like it is
- People suggest and imply
- Yes can mean maybe or even no