

1 Concept of Self

Individualism: success of team depends on success of individual

Collectivism: success of individual depends on success of group

Face: ways that pride, ego and image are built up or damaged

2 Sense of Responsibility

Particularism: what is right depends on the situation

Universalism: right is right and wrong is wrong

Personal: treat each person as unique

Societal: treat everyone equally

3 Beliefs about Productivity

Harmony: getting along well with others and minimizing conflict important

Results: getting the task done is most important

Process: process improvement will ensure success

4 Motivational Approach

Association: success is determined by personal relationships

Accomplishment: success means getting ahead and having opportunities

5 Response to Ambiguity

Uncertainty Avoidance: perfection and past experience valued

Risk Tolerance: trial and error experimentation valued

6 Decision Making

Hierarchical: centralized authority and clear instructions

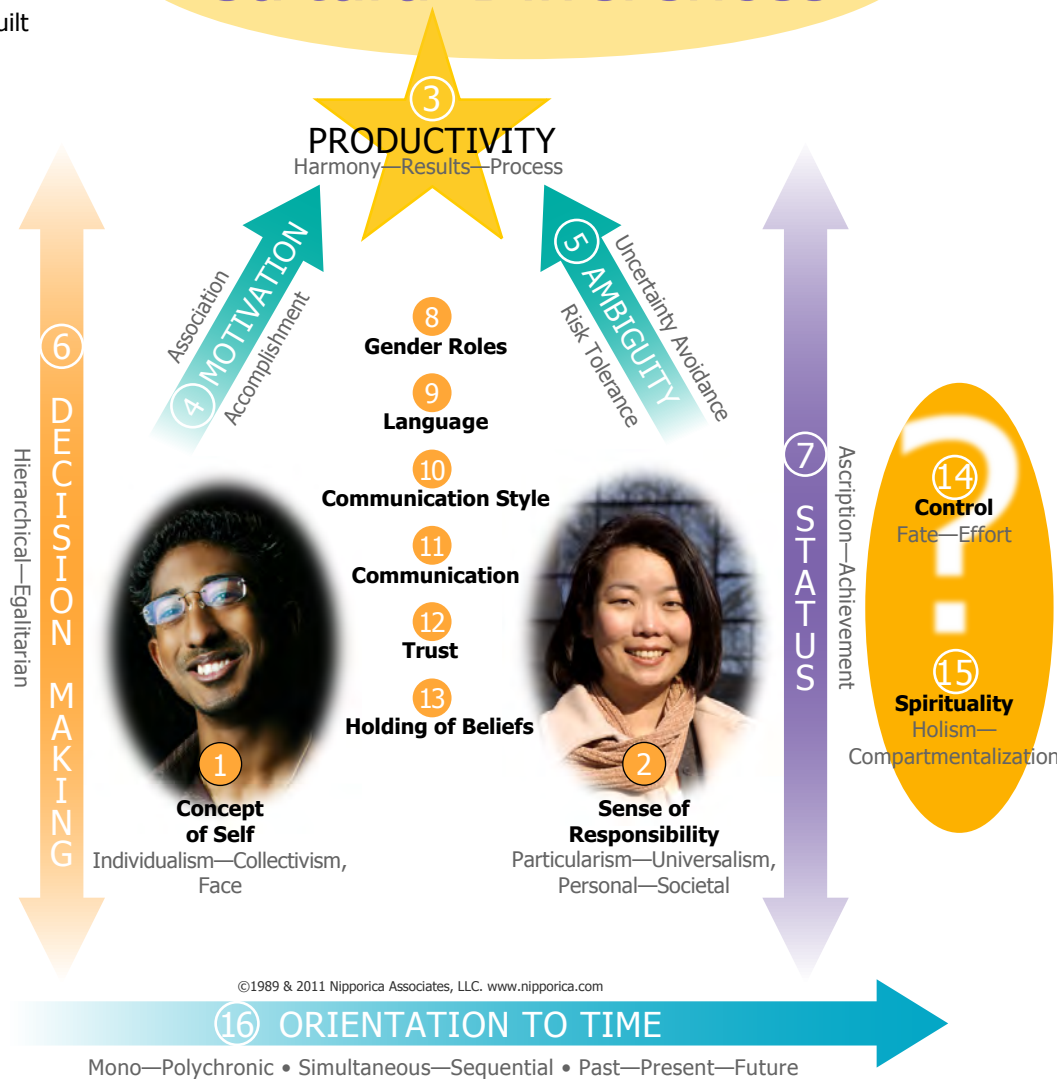
Egalitarian: democratic authority and initiative

7 Assumptions re: Status

Ascription: position, title, social class, age, seniority

Achievement: meritocracy—rank and respect based on performance

Overview of Key Cultural Differences



12 Trust

Protective: an inner circle of lifelong friends and reserve towards others

Open: initial openness and friendliness with clear personal boundaries

13 Holding of Beliefs

Tight: belief that there is one correct way to practice spirituality

Flexible: belief that there are many ways to practice spirituality

14 Control Orientation

Fate: belief in predetermined, natural limits

Effort: people can do anything if they make the effort

15 Spirituality

Holism: everything is interrelated and religion is part of work

Compartmentalization: religion has no place at work

16 Orientation to Time

Monochronic: limited time is available—use it wisely

Polychronic: time is a tool and circumstances take precedence

Simultaneous: multitasking

Sequential: one thing at a time

Past: focus on heritage and tradition

Present: focus on the here and now

Future: focus on how to improve things next time

8 Gender Roles

Differentiation: roles in society are distinguished according to gender

Unity: gender does not influence roles in society

9 Language

Language: as a role in determining what we see and how we can talk about it

Fluency: the degree to which the language is spoken without effort

10 Communication Style

Verbal Space
Touch
Pace

Body Language
Volume
Tone
Turn Taking

11 Communication

High Context: meaning is implicit, in the context

Low Context: meaning is explicit, in words

Media: the mode of communication that is used and its efficacy



Worksheet

CULTURAL DETECTIVE®

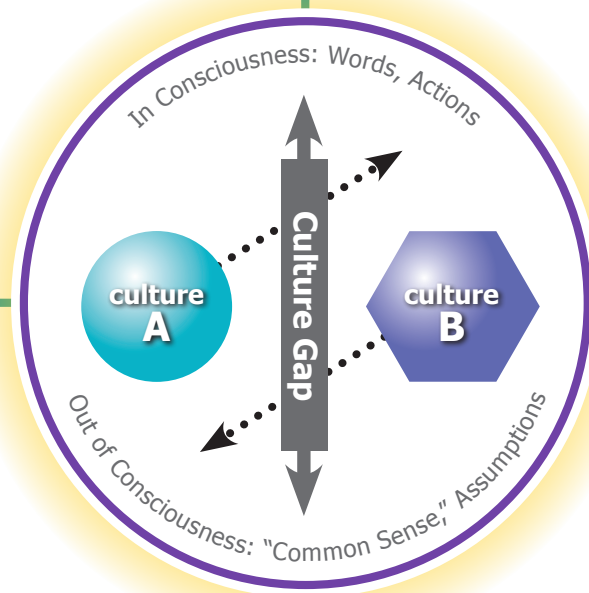
Increase productivity • Strengthen relationships

Person A's Words and
Actions—Observable

Person B's Words and
Actions—Observable

Person A's Values, Beliefs
and Personal Cultural
Sense—Positive Intent

Person B's Values, Beliefs
and Personal Cultural
Sense—Positive Intent



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Cultural Bridges — Skills and Systems

My Values Lens _____

