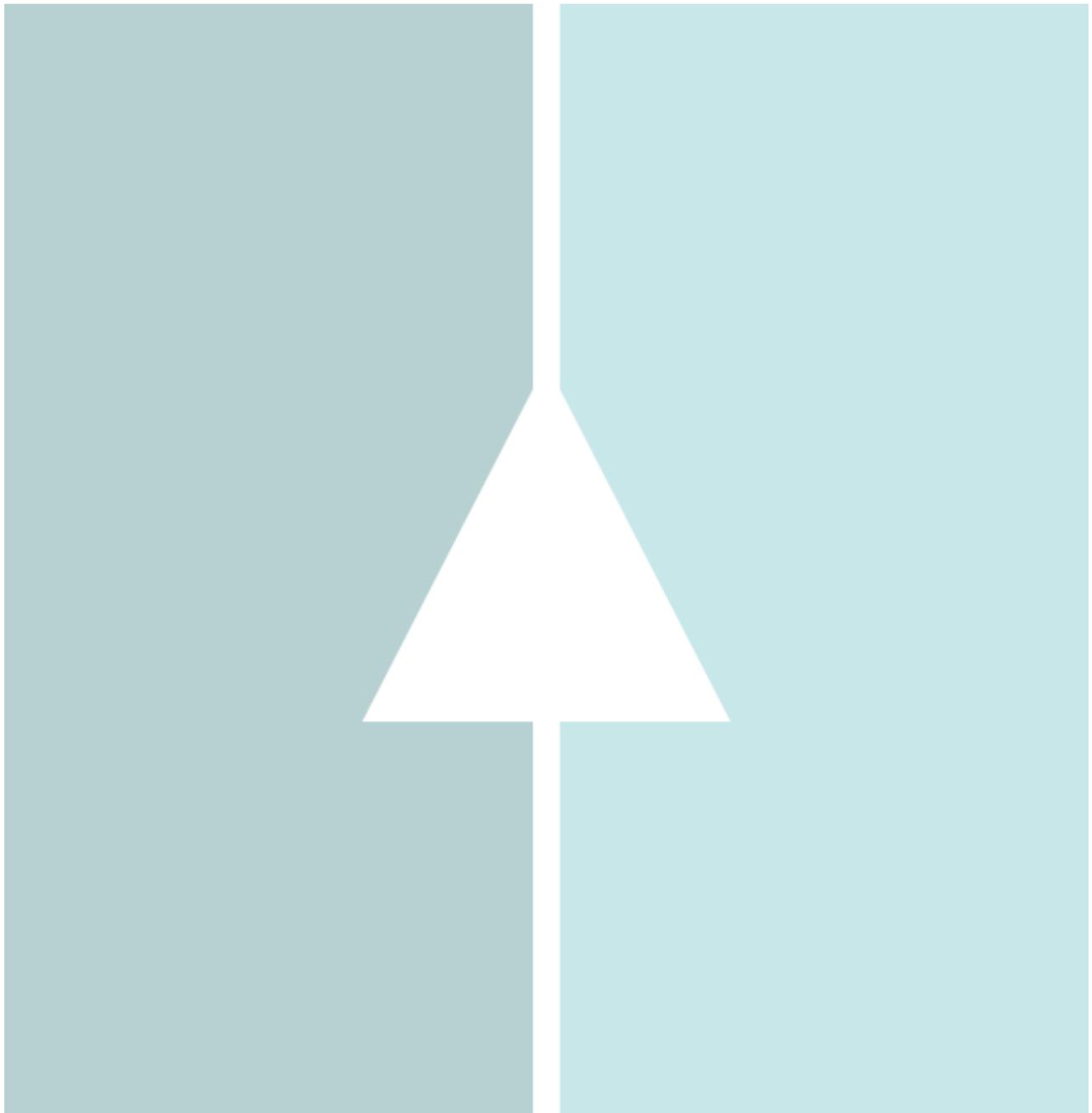


Cultural Values

SELF-ASSESSMENT PROFILE

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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.

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	Emphasis on non-emotional communication; hiding feelings
Affective	Emphasis on expressive communication; sharing feelings
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

Your Profile

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's national culture/s but not always. The chart on the next few pages shows your individual cultural value orientations compared to the orientations of the ten largest cultural clusters in the world (See Appendix for more information on these clusters). These summaries provide descriptions of different ways of approaching life, relationships, and work.

CULTURAL INTELLIGENCE (CQ) BEGINS HERE

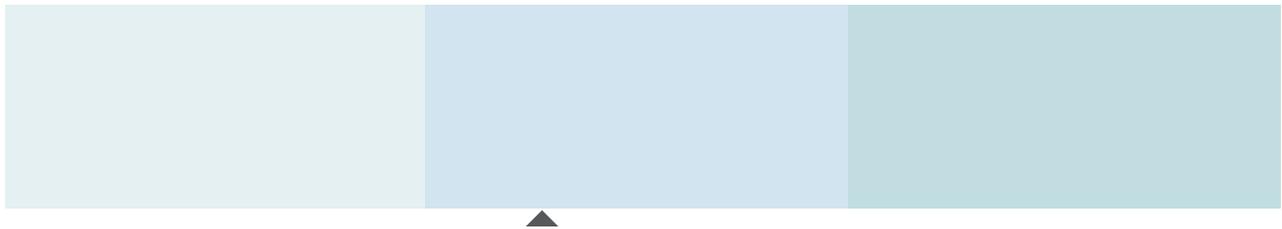
The following pages provide feedback on your individual cultural value orientations. Important Note: Scores on cultural values have no intrinsic meaning. It is not “better” to be toward the left, right, or in the middle. Instead, these are descriptions of preferences.

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

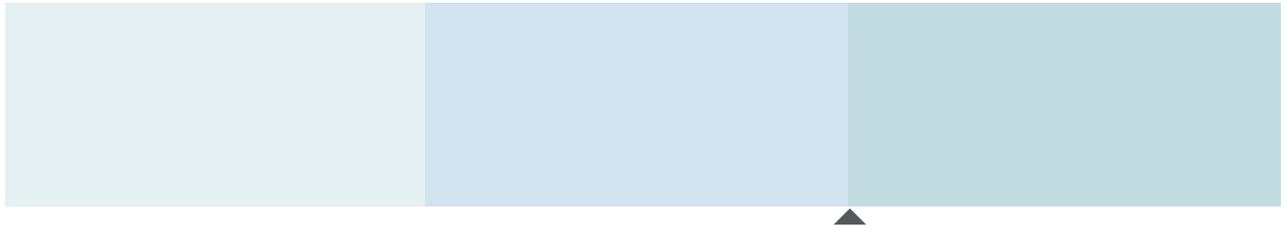


COOPERATIVE

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

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

Emphasis on expressive communication; sharing feelings



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



Cultural Clusters

Notice your self-rating compared to the averages of the ten largest cultural clusters in the world.

▲ Based on Self-Rating * Significant variation within cluster

INDIVIDUALISM

Emphasis on individual goals and individual rights

Anglo Germanic Europe Nordic Europe

Eastern Europe Latin Europe

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

COLLECTIVISM

Emphasis on group goals and personal relationships

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

Emphasis on equality; shared decision-making

Anglo Germanic Europe Nordic Europe

Confucian Asia Eastern Europe* Latin Europe Sub-Saharan Africa

Arab Latin America Southern Asia*

HIGH POWER DISTANCE

Emphasis on differences in status; superiors make decisions

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
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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
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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)

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

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

MONOCHRONIC

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

Anglo
Germanic Europe
Nordic Europe

Confucian Asia*
Eastern Europe
Southern Asia

Arab
Latin America
Latin Europe*
Sub-Saharan Africa

POLYCHRONIC

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

With Monochronic	With Polychronic
<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

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

Confucian Asia
Eastern Europe
Germanic Europe
Nordic Europe

Anglo*
Southern Asia

Arab
Latin America
Latin Europe
Sub-Saharan Africa

AFFECTIVE

Emphasis on expressive communication; sharing feelings

With Neutral	With Affective
<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 • Work on being more expressive than you may typically prefer

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.

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's 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. Cultural values are one part of cultural intelligence (something we refer to as CQ Knowledge), but their benefit 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.

Appendix

CULTURAL CLUSTERS

The Cultural Values Profiles includes the profiles of the ten largest cultural clusters in the world. These clusters stem from Ronen & 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.

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