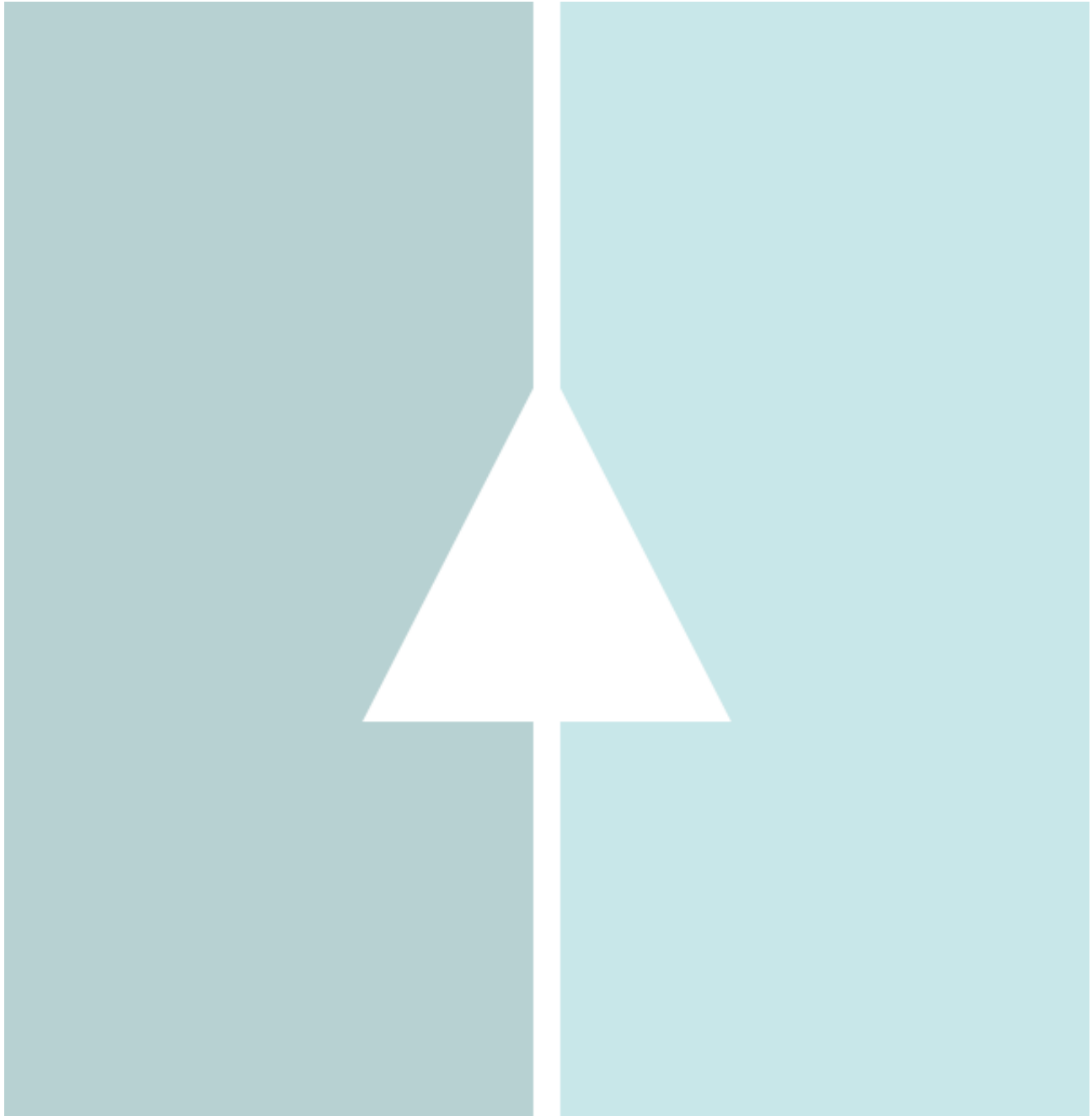# Cultural Values Team Report

December 2019

Cultural Values 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 cultural value orientations 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 cultural values and the potential biases toward other cultures that can be triggered by different cultural value preferences. Awareness alone is not enough. To relate and work effectively with people who have different cultural preferences Aan individual must develop specific capabilities (CQ)

The following pages provide feedback on this group's cultural value orientations compared to the orientations of the ten largest cultural clusters in the world. These values provide a way to understand different ways of approaching life, relationships, and work. Sometimes cultural values of a group reflect the national culture of a majority of its members but not always.

CULTURAL VALUES

Below are definitions of the ten cultural value orientations.

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 VALUE ORIENTATIONS

Individuals have personal preferences or individual cultural value orientations. Sometimes individual orientations reflect one's nationality or ethnicity but not always. In this section, you'll see this groups orientation on ten cultural value dimensions (defined in prior section) compared to the tendencies of ten cultural clusters (defined below).

CULTURAL CLUSTERS

The cultural value orientations defined above can be grouped into cultural clusters where you're likely to find a significant presence of a specific cluster of cultural values. 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, 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 listed are NOT the clusters themselves. They are simply places where there is a significant presence of the cultural cluster.

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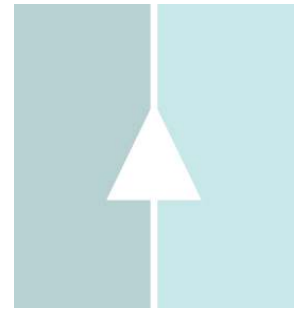
The triangles (▲) below the graphs indicate the average preference of this group for each cultural value(based on participant self-ratings). Numerical values are provided simply to offer a point of reference. **Cultural value preferences have no intrinsic meaning. It is not "better" to be on one end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

Group Variability:

Numerical values show variability in cultural values within this group.

Range of Numerical values : 13 – 95 (1 being the far left of each graph. 100 being the far right of each graph)

Range of Standard Deviation : 45.0 - 84.0

Note:

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. Cultural values influence how individuals interact, communicate, plan, and execute tasks.

What is most important is understanding the similarities and differences in the cultural values 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 cultural values gives people a neutral set of terms they can use to describe themselves and others. Understanding cultural values can also provide insights into reasons why some interactions are more challenging than others.
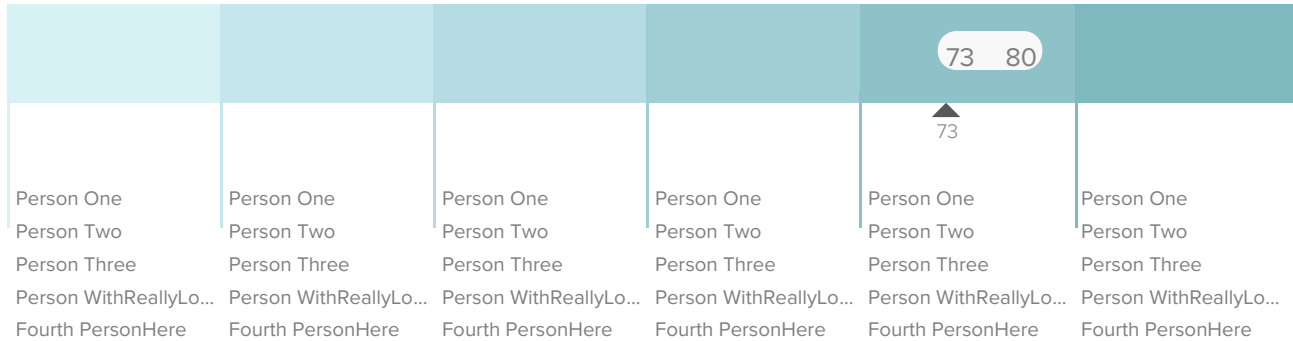
INDIVIDUALISM
Std Deviation: 65
COLLECTIVISM

Emphasis on individual goals and individual rights
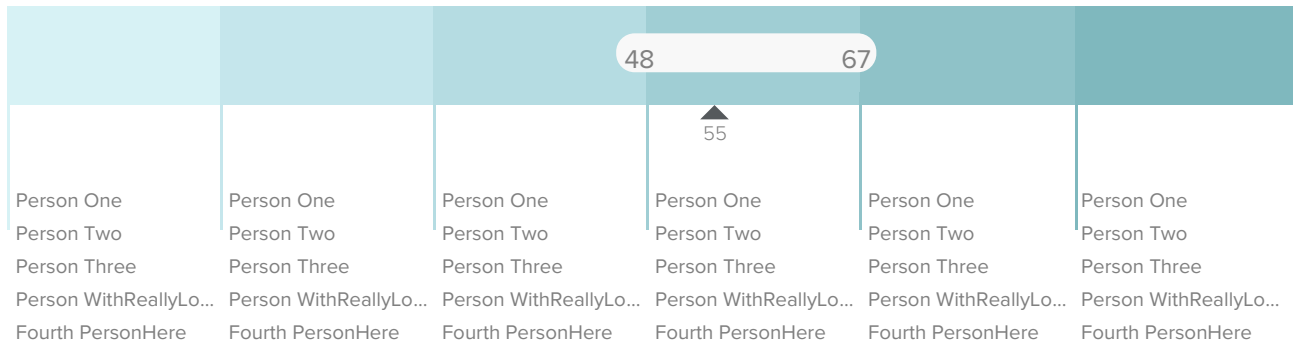
Emphasis on group goals and personal relationships

73   80

▲
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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW POWER DISTANCE
Std Deviation: 69
HIGH POWER DISTANCE

Emphasis on equality; shared decision-making

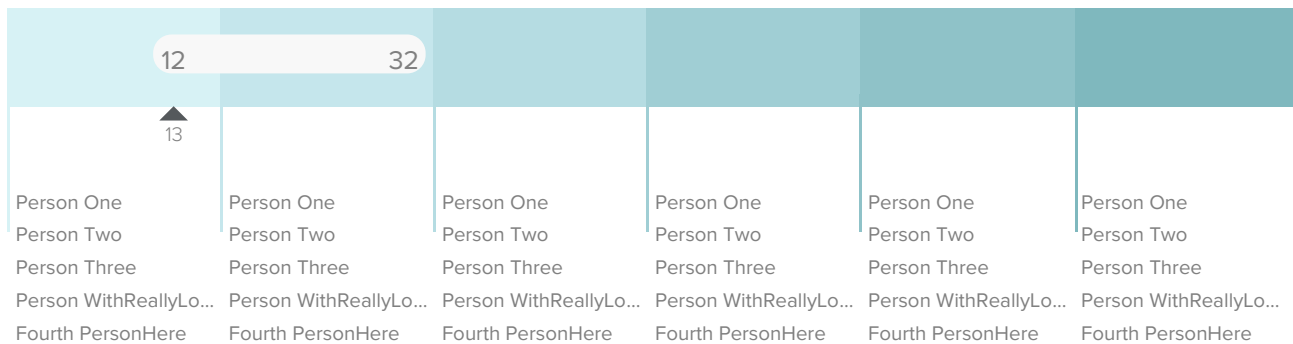Emphasis on differences in status; superiors make decisions

48   67

▲
55

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW UNCERTAINTY AVOIDANCE
Std Deviation: 16
HIGH UNCERTAINTY AVOIDANCE

Emphasis on flexibility and adaptability

Emphasis on planning and predictability

12   32

▲
13

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

COOPERATIVE

Emphasis on collaboration, nurturing, and family

Std Deviation: 57

COMPETITIVE

Emphasis on competition, assertiveness, and achievement

81   98

▲
87

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

SHORT TERM

Emphasis on immediate outcomes (success now)

Std Deviation: 21

LONG TERM

Emphasis on long term planning (success later)

32   57

▲
50

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

LOW CONTEXT / DIRECT

Emphasis on explicit communication (words)

Std Deviation: 8

HIGH CONTEXT / INDIRECT

Emphasis on indirect communication (tone, context)

54   71

▲
71

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

BEING

Emphasis on quality of life

Std Deviation: 76

DOING

Emphasis on being busy and meeting goals

95 95

95

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

UNIVERSALISM

Emphasis on rules; standards that apply to everyone

Std Deviation: 56

PARTICULARISM

Emphasis on specifics; unique standards based on relationships

4   89

29

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

Std Deviation: 29

AFFECTIVE

Emphasis on expressive communication; sharing feelings

94 99

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere	Fourth PersonHere

MONOCHRONIC

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

Std Deviation: 6

POLYCHRONIC

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

13

87

25

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 WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...	Person WithReallyLo...
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 Cultural Values in this Group

INDIVIDUALISM
Emphasis on individual goals and individual rights

COLLECTIVISM
Emphasis on group goals and personal relationships

73 80

▲
73
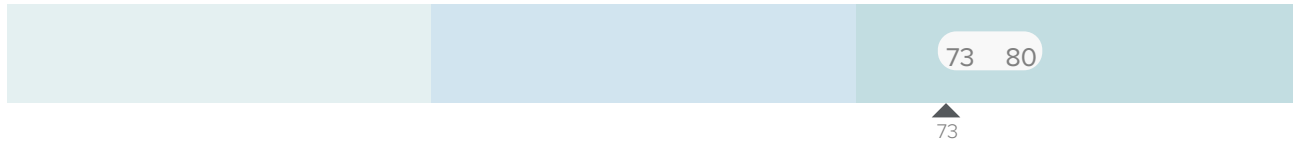
Group Average vs. Cultural Clusters

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

▲
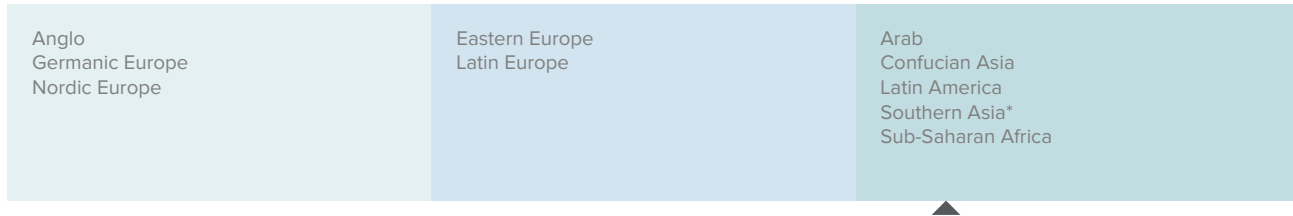
* Significant variation within cluster

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 Cultural Values in this Group

LOW POWER DISTANCE
Emphasis on equality; shared decision-making

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

| 48 | 67 |

55
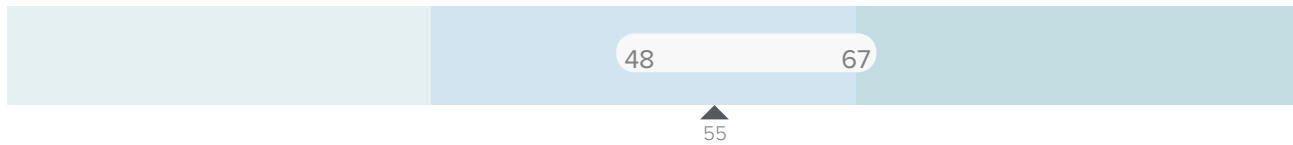
Group Average vs. Cultural Clusters

LOW POWER DISTANCE
Emphasis on equality; shared decision-making

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

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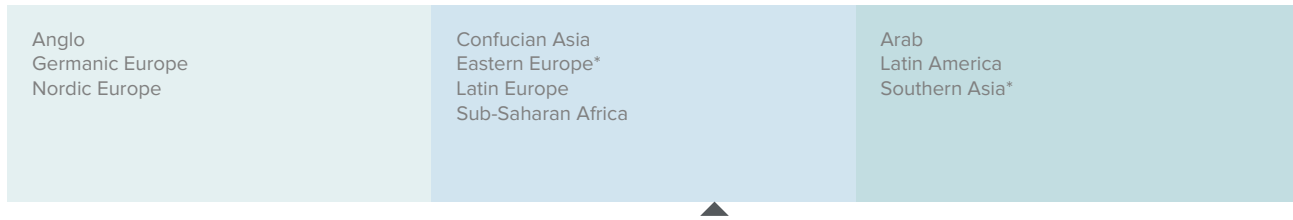
* Significant variation within cluster

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 Cultural Values in this Group

LOW UNCERTAINTY AVOIDANCE
Emphasis on flexibility and adaptability

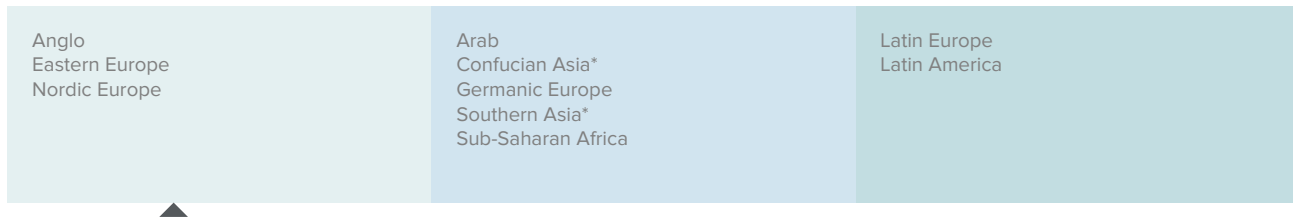**HIGH UNCERTAINTY AVOIDANCE**
Emphasis on planning and predictability

12	32

13
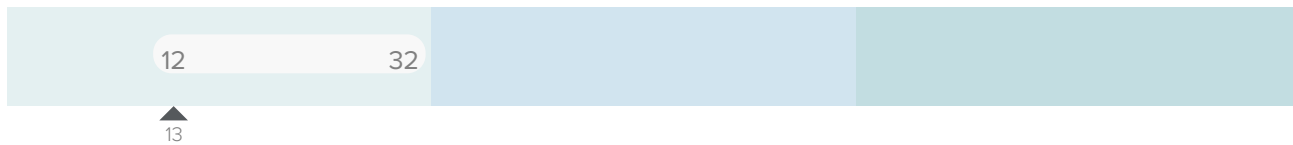
Group Average vs. Cultural Clusters

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 Cultural Values in this Group

COOPERATIVE

Emphasis on collaboration, nurturing, and family

COMPETITIVE

Emphasis on competition, assertiveness, and achievement

		81 98

87
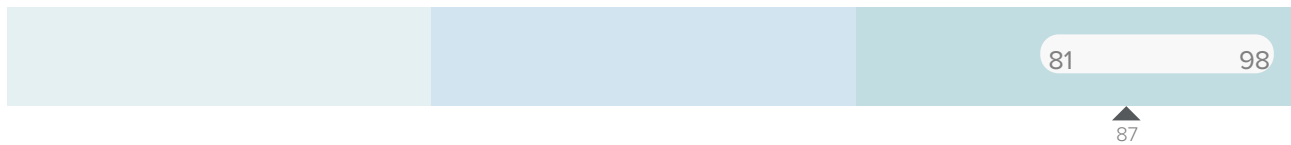
Group Average vs. Cultural Clusters

COOPERATIVE

Emphasis on collaboration, nurturing, and family

COMPETITIVE

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 Cultural Values in this Group

SHORT TERM
Emphasis on immediate outcomes (success now)

LONG TERM
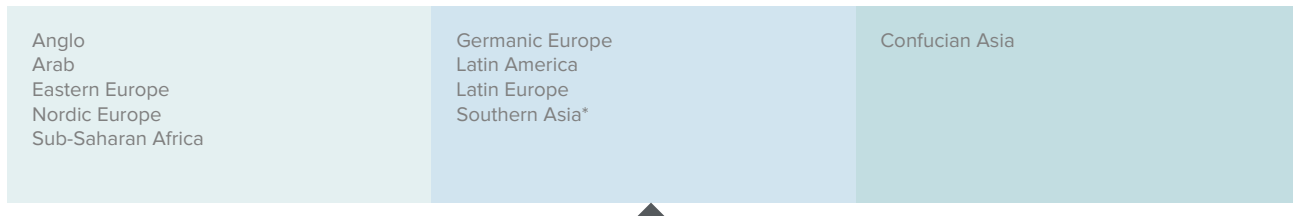Emphasis on long term planning (success later)

| 32 | 57 |

▲
50
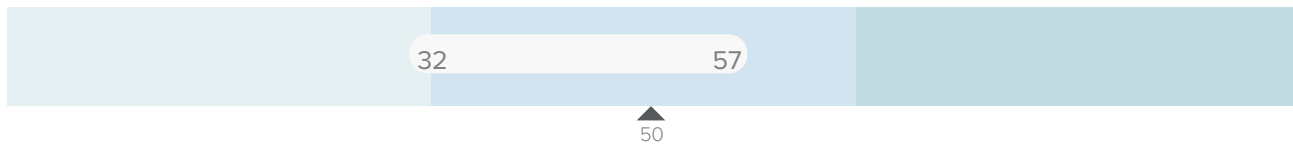
Group Average vs. Cultural Clusters

SHORT TERM
Emphasis on immediate outcomes (success now)

LONG TERM
Emphasis on long term planning (success later)

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

▲

* 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

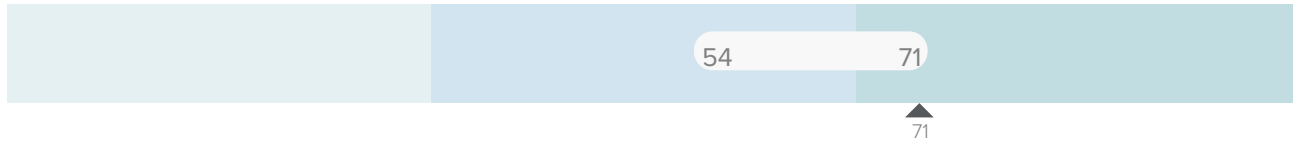Emphasize indirect communication (tone, context). May be perceived as obtuse or unclear.

Range of Cultural Values in this Group

LOW CONTEXT / DIRECT
Emphasis on explicit communication (words)

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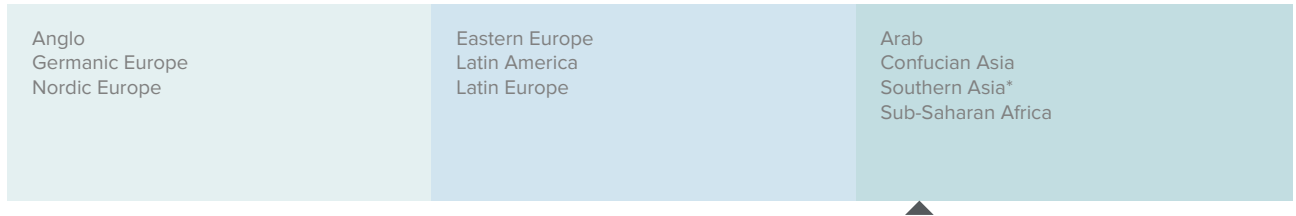Emphasis on indirect communication (tone, context)

54	71

▲
71

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 quality of life. May be perceived as too passive or lazy.

Doing

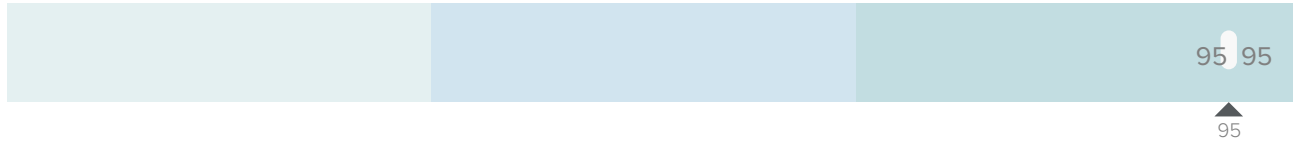Emphasize staying busy and being active. May be perceived as workaholics.

Range of Cultural Values in this Group

BEING

Emphasis on quality of life

DOING

Emphasis on being busy and meeting goals

95 95

95

Group Average vs. Cultural Clusters

BEING

Emphasis on quality of life

DOING

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 quality of life 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 Cultural Values in this Group

UNIVERSALISM	PARTICULARISM
Emphasis on rules; standards that apply to everyone	Emphasis on specifics; unique standards based on relationships

4   89

29

Group Average vs. Cultural Clusters

UNIVERSALISM	PARTICULARISM
Emphasis on rules; standards that apply to everyone	Emphasis on specifics; unique standards based on relationships

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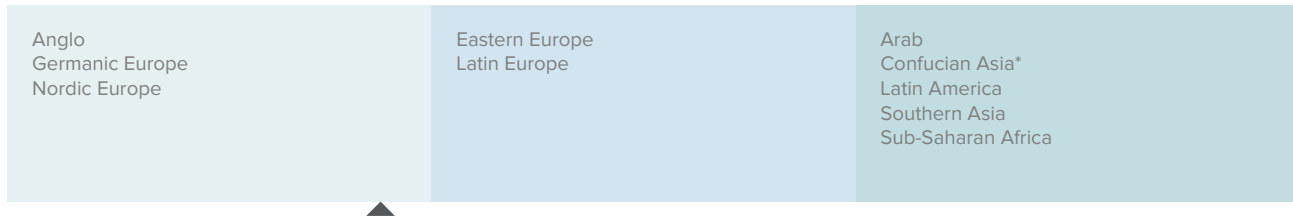
* Significant variation within cluster

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.
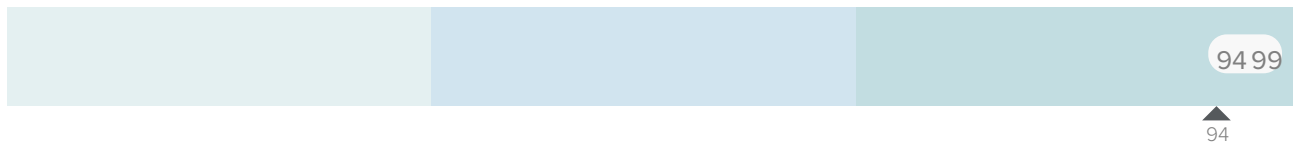
Range of Cultural Values in this Group

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

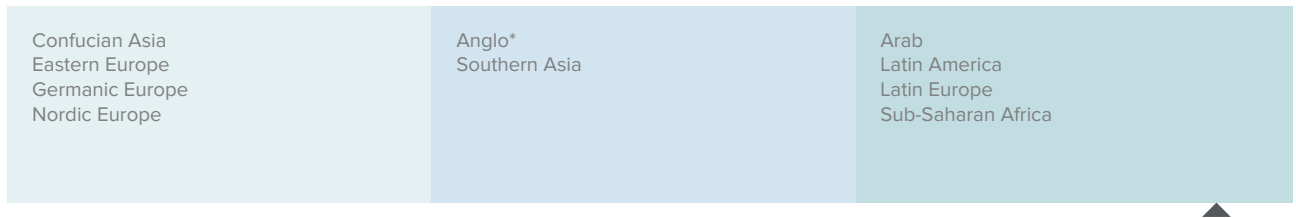Emphasis on expressive communication; sharing feelings

94 99

94

Group Average vs. Cultural Clusters

NEUTRAL

Emphasis on non-emotional communication; hiding feelings

AFFECTIVE

Emphasis on expressive communication; sharing feelings

Confucian Asia	Anglo*	Arab
Eastern Europe	Southern Asia	Latin America
Germanic Europe		Latin Europe
Nordic 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 Cultural Values in this Group

MONOCHRONIC

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

POLYCHRONIC

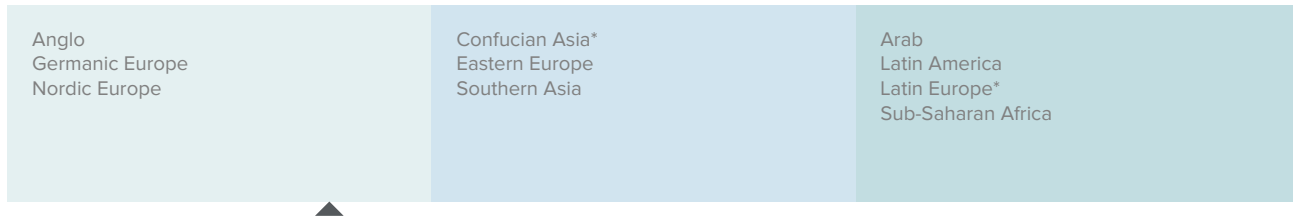Emphasis on many obligations; comfortable with interruptions; work and personal life combined

13		87

▲
25

Group Average vs. Cultural Clusters

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

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