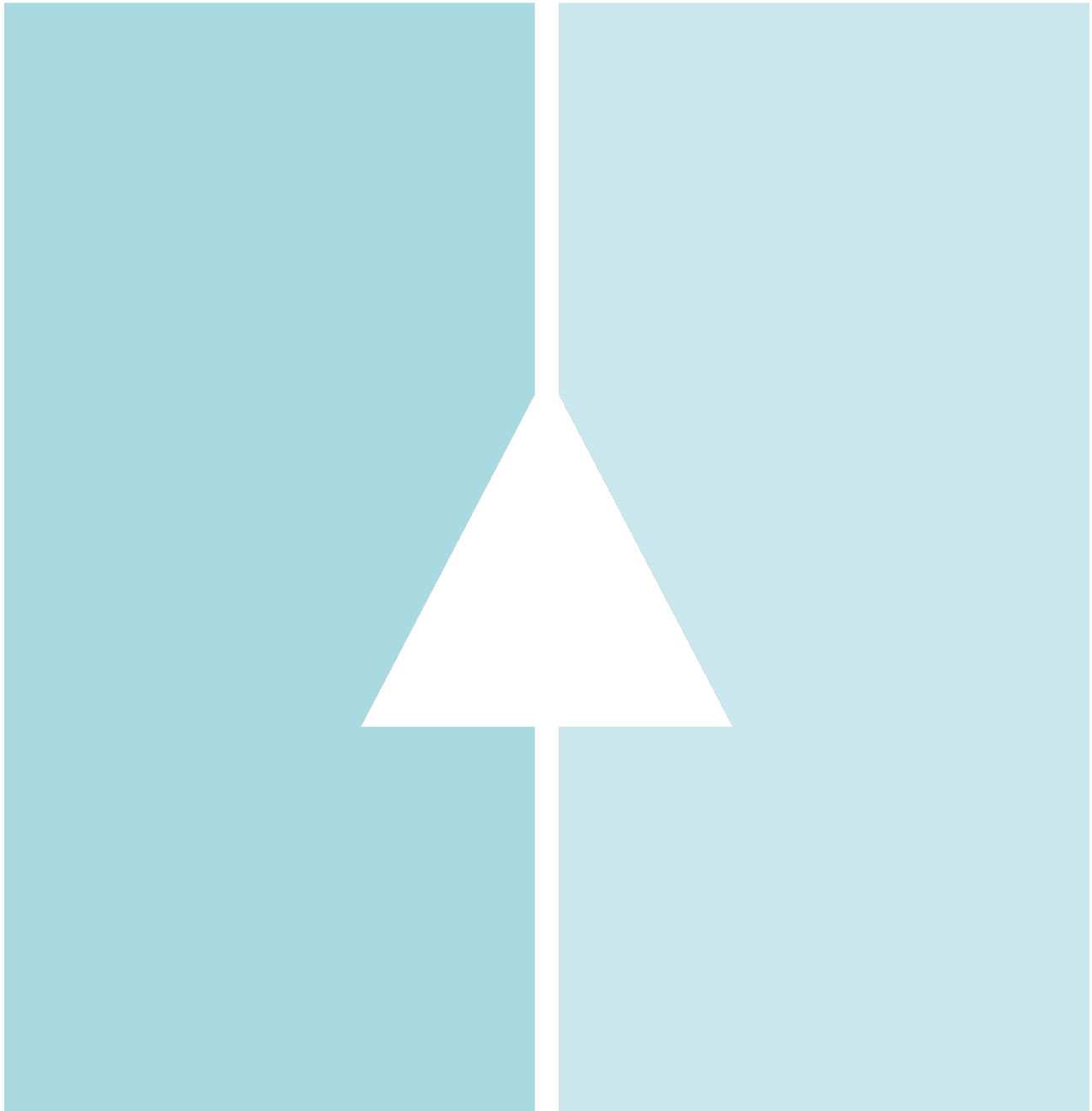


Preferences Profile

MY PERSONAL PREFERENCES

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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 behavioral preferences 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 is 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

BEHAVIORAL PREFERENCE DIFFERENCES

The sources of behavioral preferences (e.g., nationality, age, function, etc.) are less important than the differences in behavior that emerge from the preferences. Your behavioral preferences influence how you interact, communicate, plan, and execute tasks. This feedback report includes information on ten behavioral 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 Time Orientation	Emphasis on immediate outcomes (success now)
Long-Term Time Orientation	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 contemplative time and relationship building
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 life combined

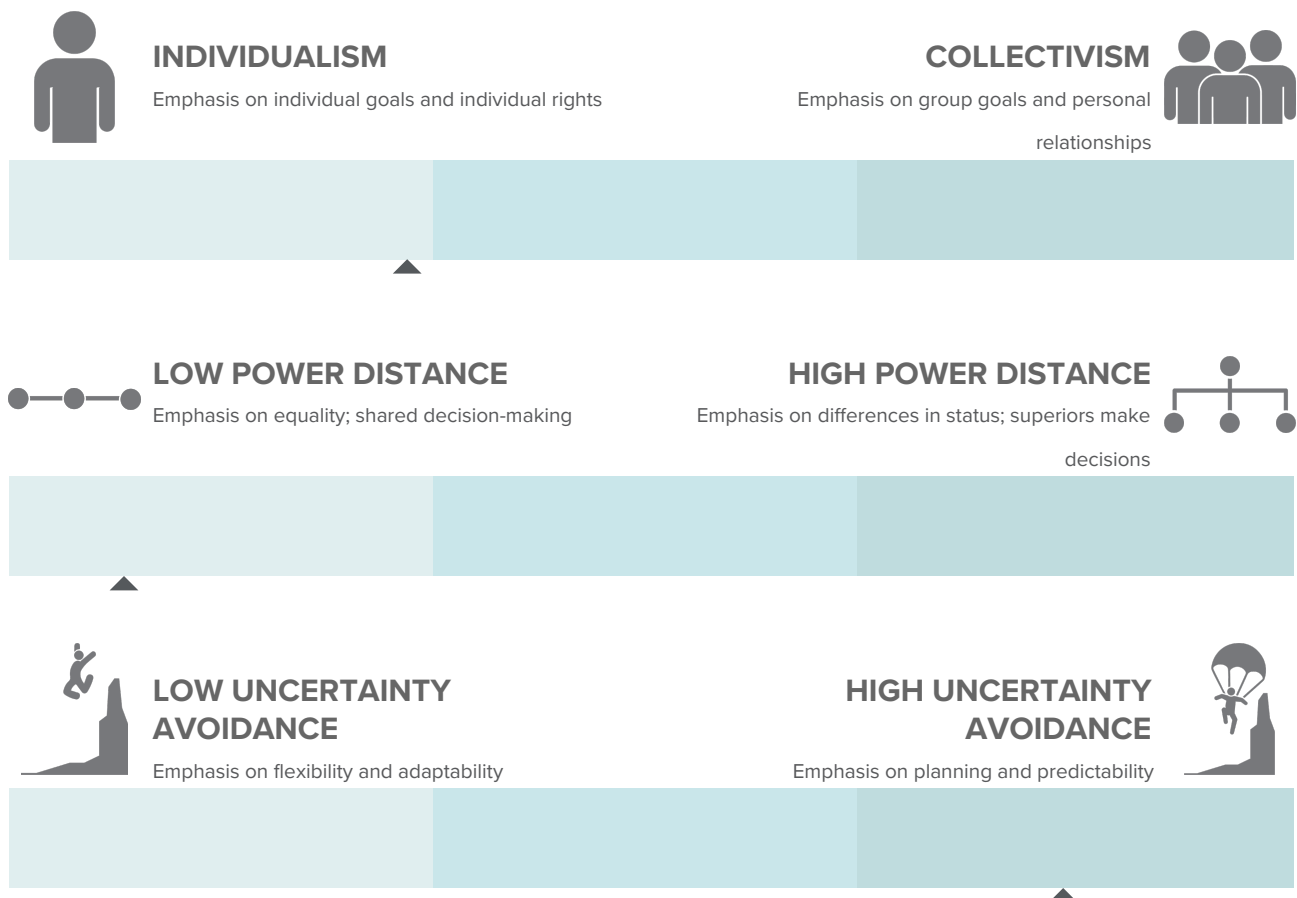
Your Behavioral Preferences

People have individual behavioral preferences. Sometimes individual preferences reflect one's national culture(s) but not always. The charts on the next few pages show your individual behavioral preferences (sometimes referred to as cultural value orientations).

Cultural Intelligence (CQ) begins when you start to understand your behavioral preferences.

Important Note: Scores on behavioral preferences 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).





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 contemplative time and relationships

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



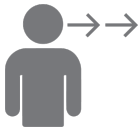
NEUTRAL / NON-EXPRESSIVE

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

POLYCHRONIC / NON-LINEAR

Emphasis on multitasking; interruptions ok



Action Plan

[Click here to download](#) a document where you can record your responses to the Action Plan.

PERSONAL PREFERENCES

Which of your behavioral preferences are especially important to you personally?

Which of your behavioral preferences are most similar to those of other people you interact with frequently?

Which of your behavioral preferences are most different from those of the people you interact with frequently?

POTENTIAL BIASES

Which behavioral preference difference creates the most frustration for you? Why?

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

IMPROVED EFFECTIVENESS

Your Behavioral Preferences Profile reveals your preferences. Your capability to work effectively across these cultural differences is assessed in the CQ Assessment. However, research demonstrates that the awareness gained from understanding the behavioral preferences of yourself and others is a critical step in improving your Cultural Intelligence. Understanding behavioral preferences helps you identify the role of cultural differences as you work and relate across cultures and also prepares you to develop additional skills.

Identify two differences in behavioral preferences where you would like to increase your flexibility (e.g., if you prefer very direct communication, you may want to work on being better at understanding indirect communicators.)

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

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

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

NOW WHAT?

Now that you have become more aware of your own behavioral preferences and the behavioral preferences of others, the next step is to assess and develop your cultural intelligence (CQ). CQ predicts how you will 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 behavioral preferences 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.

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