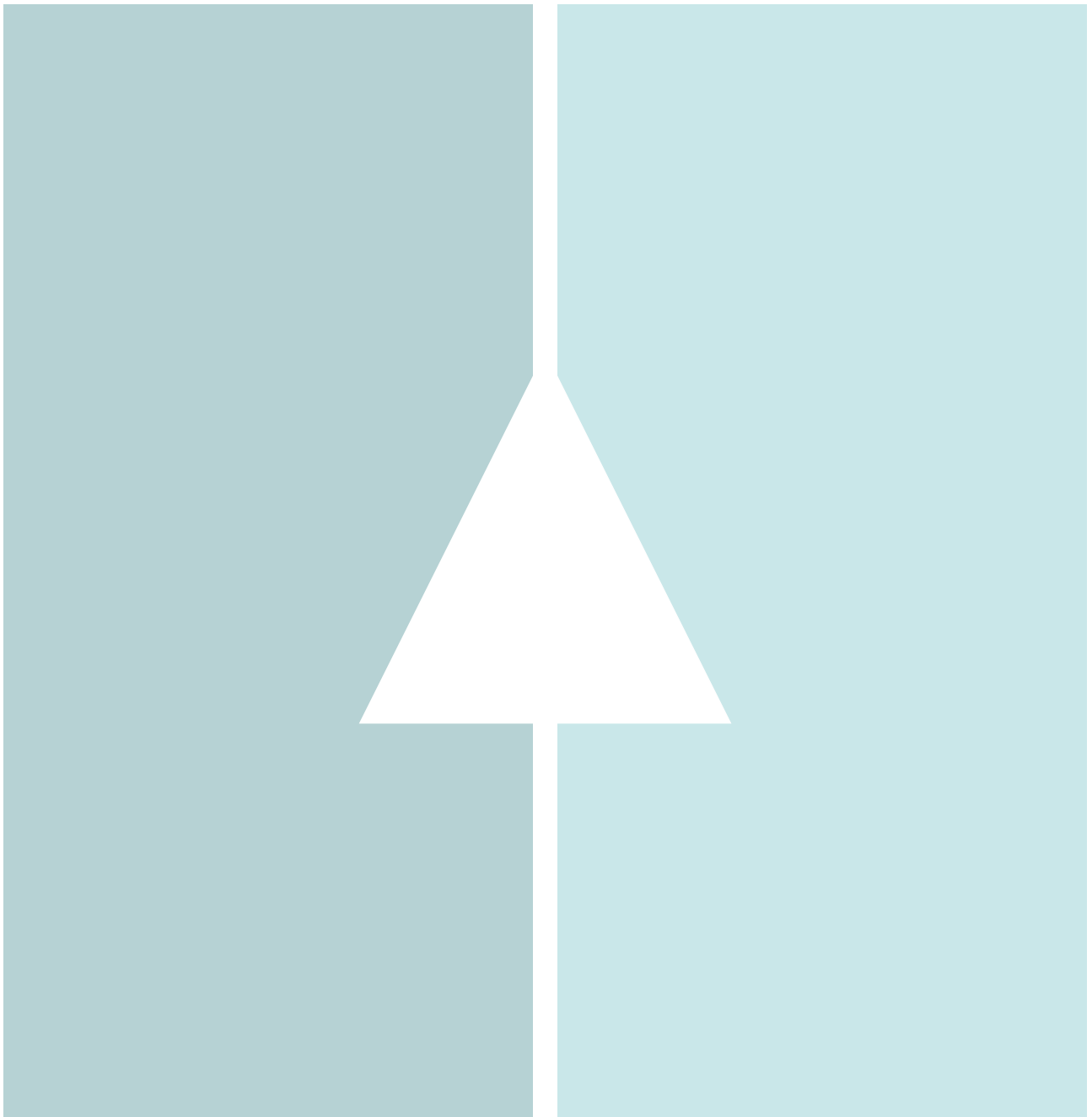


# Cultural Values Profile

PREPARED FOR: Sample

March 2016





# 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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## 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. The cultural values profiled in this report include ten dimensions:

<b>Individualism</b>	Emphasis on individual goals and individual rights
<b>Collectivism</b>	Emphasis on group goals and personal relationships
<b>Low Power Distance</b>	Emphasis on equality; shared decision-making
<b>High Power Distance</b>	Emphasis on differences in status; superiors make decisions
<b>Low Uncertainty Avoidance</b>	Emphasis on flexibility and adaptability
<b>High Uncertainty Avoidance</b>	Emphasis on planning and predictability
<b>Cooperative</b>	Emphasis on collaboration, nurturing, and family
<b>Competitive</b>	Emphasis on competition, assertiveness, and achievement
<b>Short Term</b>	Emphasis on immediate outcomes (success now)
<b>Long Term</b>	Emphasis on long term planning (success later)
<b>Low Context / Direct</b>	Emphasis on explicit communication (words)
<b>High Context / Indirect</b>	Emphasis on indirect communication (tone, context)
<b>Being</b>	Emphasis on quality of life
<b>Doing</b>	Emphasis on being busy and meeting goals
<b>Universalism</b>	Emphasis on rules; standards that apply to everyone
<b>Particularism</b>	Emphasis on specifics; unique standards based on relationships
<b>Neutral</b>	Emphasis on non-emotional communication; hiding feelings
<b>Affective</b>	Emphasis on expressive communication; sharing feelings
<b>Monochronic</b>	Emphasis on one thing at a time; punctuality; work and personal life separate
<b>Polychronic</b>	Emphasis on many obligations; comfortable with interruptions; work and personal life combined

## CULTURAL INTELLIGENCE (CQ) BEGINS HERE

The following pages provide feedback on your individual cultural value orientations compared to the orientations of the ten largest cultural clusters in the world. These summaries provide descriptions of different ways of approaching life, relationships, and work. Sometimes your cultural values reflect your national culture, but not always. 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.

# 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 two pages shows your individual cultural value orientations.

▲ 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).

## 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

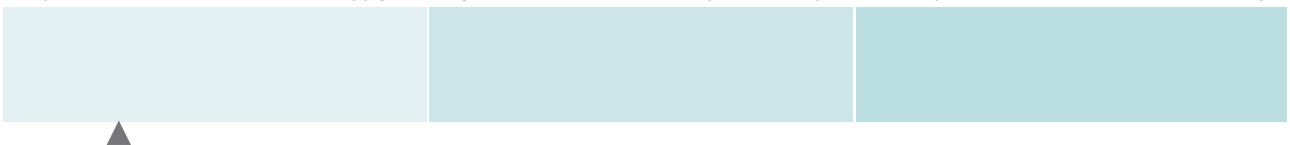


### Universalism

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 (See the Appendix for more information about these clusters).

▲ Based on Self-Rating \* Significant variation within cluster

## 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
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With Individualists	With Collectivists
<ul style="list-style-type: none"> <li>• Allow for autonomy</li> <li>• Recognize the importance of rapid decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Give time to consult with others and work on building consensus</li> <li>• Recognize the importance of long-term relationships</li> </ul>

### Ideas and Insights

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## Low Power Distance

Emphasis on equality; shared decision-making

## High Power Distance

Emphasis on differences in status; superiors make decisions

Anglo Germanic Europe Nordic Europe	Confucian Asia Eastern Europe* Latin Europe Sub-Saharan Africa	Arab Latin America Southern Asia*
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With Low Power Distance	With High Power Distance
<ul style="list-style-type: none"> <li>• Forgo formalities</li> <li>• Create ways to question or challenge authority</li> </ul>	<ul style="list-style-type: none"> <li>• Follow chain of command carefully</li> <li>• Do not question or challenge authority publicly</li> </ul>

### Ideas and Insights

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## Low Uncertainty Avoidance

Emphasis on flexibility and adaptability

Anglo  
Eastern Europe  
Nordic Europe

Arab  
Confucian Asia\*  
Germanic Europe  
Southern Asia\*  
Sub-Saharan Africa

## High Uncertainty Avoidance

Emphasis on planning and predictability

Latin Europe  
Latin America



With Low Uncertainty Avoidance	With High Uncertainty Avoidance
<ul style="list-style-type: none"> <li>• Avoid dogmatic statements</li> <li>• Invite them to explore the unknown</li> </ul>	<ul style="list-style-type: none"> <li>• Give explicit instructions</li> <li>• Rely on formalized procedures and policies</li> </ul>

### Ideas and Insights

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## 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

## Competitive

Emphasis on competition, assertiveness, and achievement



With Cooperative	With Competitive
<ul style="list-style-type: none"> <li>• Establish relationship before task</li> <li>• Communicate to build rapport</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on task first</li> <li>• Communicate to report information</li> </ul>

### Ideas and Insights

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## 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"> <li>• Prioritize quick-wins</li> <li>• Focus on the present implications</li> </ul>	<ul style="list-style-type: none"> <li>• Invest now for the future</li> <li>• Emphasize long-term implications</li> </ul>

### Ideas and Insights

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## 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"> <li>• Be direct and explicit</li> <li>• Focus on getting your message across clearly</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize the importance of silence and reflection</li> <li>• Pay careful attention to what is NOT said</li> </ul>

### Ideas and Insights

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## 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
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With Being	With Doing
<ul style="list-style-type: none"> <li>Affirm who the person is, not just performance</li> <li>Manage the relationship</li> </ul>	<ul style="list-style-type: none"> <li>Affirm accomplishments and new opportunities</li> <li>Manage the process</li> </ul>

### Ideas and Insights

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## Universalism

Emphasis on rules; standards that apply to everyone

## Particularism

Emphasis on specifics; unique standards based on relationships

Anglo Germanic Europe Nordic Europe	Eastern Europe Latin Europe	Arab Confucian Asia* Latin America Southern Asia Sub-Saharan Africa
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With Universalists	With Particularism
<ul style="list-style-type: none"> <li>Provide commitments in writing and make every effort to abide by them</li> <li>When changes are needed, provide as much rationale and advanced warning as possible</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate flexibility when possible</li> <li>Invest in relationships and show the role of context in how you made a decision</li> </ul>

### Ideas and Insights

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## Neutral

Emphasis on non-emotional communication; hiding feelings

## Affective

Emphasis on expressive communication; sharing feelings

Confucian Asia Eastern Europe Germanic Europe Nordic Europe	Anglo* Southern Asia	Arab Latin America Latin Europe Sub-Saharan Africa
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With Neutral	With Affective
<ul style="list-style-type: none"> <li>• Manage your emotional expressiveness and body language</li> <li>• Stick to the point in meetings and interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Open up to people to demonstrate warmth and trust</li> <li>• Work on being more expressive than you may typically prefer</li> </ul>

### Ideas and Insights

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## 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
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With Monochronic	With Polychronic
<ul style="list-style-type: none"> <li>• Provide follow-through and expediency when possible to build trust</li> <li>• When a deadline can't be met, propose an alternative and stick to it</li> </ul>	<ul style="list-style-type: none"> <li>• Find ways to be flexible on deadlines that are less important</li> <li>• Explain the relational impact for you if a deadline isn't met</li> </ul>

### Ideas and Insights

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# 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?**

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**In what cultural value/s is your team most different?**

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**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.**

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## **STRENGTHS AND CHALLENGES**

**As you observe the pattern of your team's cultural values, what potential strengths do you observe?**

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**As you observe the pattern of your team's cultural values, what potential challenges do you anticipate?**

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**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?

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Which of your cultural values are most different from your culture/s of origin? Why do you think that is?

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Which of your cultural values is most different from some of the people with whom you regularly interact?

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## POTENTIAL BIASES

Which cultural value difference creates the most frustration for you? Why?

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What's one strategy you can use to address this frustration?

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## 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:**

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

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## 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).

# 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.

### Note:

**The countries are NOT the clusters themselves. They're simply places where you're likely to find a significant presence of the cultural cluster.**

## CULTURAL CLUSTERS

<b>Anglo:</b>	Australia, Canada, New Zealand, U.K., U.S., etc.
<b>Arab:</b>	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Saudi Arabia, U.A.E., etc.
<b>Confucian Asia:</b>	China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
<b>Eastern Europe:</b>	Albania, Czech Republic, Greece, Hungary, Mongolia, Poland, Russia, etc.
<b>Germanic Europe:</b>	Austria, Belgium, Germany, Netherlands, etc
<b>Latin America:</b>	Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, etc.
<b>Latin Europe:</b>	France, French-speaking Canada, Italy, Portugal, Spain, etc.
<b>Nordic Europe:</b>	Denmark, Finland, Iceland, Norway, Sweden, etc.
<b>Sub-Saharan Africa:</b>	Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
<b>Southern Asia:</b>	India, Indonesia, Malaysia, Philippines, Thailand, etc.

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