

Personal Cultural Style

Strongly Disagree 1 2 3 4 5 Strongly Agree

	Egalitarian Hierarchical	Group Focus	Relationship Focus	Communication Style	Time Orientation	Change Tolerance	Motivation /Work-life Balance
A							
B							
C							
D							
E							
Totals							
Quadrant							
Preference							

Low	1-5	6-10	Mid 11-14	15-19	20-25	High
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CW. Model, Managing Across Cultures by Charlene M. Solomon & Michael S. Schell.

Cultural Style Inventory Instructions:

Consider the statements for each group below, using the 5 point scale:

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Please put your scores on the chart on page #1 in the marked columns for each category.

Total each of your column scores in the bottom row. Look at the scale and mark what **quadrant** you are in (Very low, Low, Midpoint, High, Very High)

Use the quadrant to write your **preference** for each metric based on your total score

(Example a total score of 10 for Egalitarian vs. Hierarchical is a slight preference for Egalitarian workplaces).

Egalitarian vs. Hierarchical Focus

A	I generally prefer a more formal, structured work environment.
B	I like my boss or manager to set my priorities.
C	I think people should acknowledge rank in the workplace.
D	I like to have a clear definition of my role in the organization.
E	I prefer to get my work approved by my boss or manager on an ongoing basis.

Individual vs. Group Focus

A	When confronted with a challenge, I prefer to solve it with a group.
B	I believe that team members should approve their work with each other.
C	I prefer to be recognized as part of a team, not for my individual contribution.
D	I like to sit in an open office/class room environment.
E	I am most comfortable presenting a business plan as part of a team.

Transactional vs. Relationship Focus

A	I make friends easily in the workplace.
B	I need to build trust with people before working with them.
C	When I make friends, I tend to keep them for a very long time.
D	I will try very hard to avoid a disagreement, even when that seems necessary.
E	When choosing team members, I pick my friend first, even if they are not the most qualified.

Direct vs. Indirect Communication styles

A	I like to communicate the full story with all the details to be sure I am understood.
B	When giving feedback, I am very careful not to hurt someone's feelings.
C	I look for more in a message than the words spoken.
D	I hate when people get right to the point without concern for the listener.
E	I think that being detailed and sensitive is more important than being brief and concise

Fluid vs. Controlled Time Orientation

A	I think that being ready and always on time is a sign of respect and competence.
B	I think deadlines should be met regardless of the personal cost.
C	I think that meetings should start and end on time.
D	I think it is OK to interrupt people who take too long.
E	I see time as being almost completely in my control.

External vs. Internal Change Tolerance

A	I think that change generally improves processes.
B	I believe that people in business should be encouraged to take prudent risks.
C	I am comfortable introducing changes into my daily work life.
D	I think it's OK to make modifications midway through a process
E	When proposing new ideas, I will always put a positive spin on them.

Status vs. Work-Life Balance Motivation

A	I do not think that work should intrude on my personal time.
B	I identify myself more by my personal life than my work life.
C	I believe the proverb "I work to live, not live to work" is correct.
D	I believe that personal status is gained by my interests and my education, not from a workplace promotion or my job title.
E	I am not prepared to sacrifice family time for a promotion at work.

Reference Books on Cultural Differences

Managing Across Cultures: The Seven Keys to doing Business with a Global Mindset by Charlene M. Solomon and Michael S. Schell.

Managing Cultural Differences: Global Leadership Strategies for the 21st Century by Robert T. Moran, Philip R. Harris and Sarah V.Moran, Seventh Edition.