

## Results of the Culture in the Workplace Questionnaire™ for

### Pradeep Arora ITAP International

Your Culture in the Workplace Questionnaire™ results contain your scores on each of 5 dimensions: Individualism, Power Distance, Certainty, Achievement and Time Orientation. If you think of each dimension as a continuum, each of your scores will be a point on the corresponding dimension's continuum. A higher score will indicate a preference for the style indicated on that end of the continuum; a lower score will indicate a preference for the style on the opposite end of the continuum.

### Knowing the difference between country scores and individual scores

It's important to understand that most [country scores](#) are bell-shaped curves and that country preferences are indicated by the highest point in that curve, in other words the average score.

If your scores are similar to a country score, your cultural preferences for that dimension will be similar to the majority of people in that country. However, there are individuals who will have scores—and therefore preferences—that differ from their own country averages and therefore from your preferences.

Likewise, even if your scores are very different from a country average, it does not mean you would not occasionally find individuals in that country with similar preferences. The key here is to distinguish between individual and country scores.






What country averages do indicate are the dominant cultural preferences within that country. They provide a starting point to develop your expectations about what many people in a country prefer along the five dimensions. You can then check those expectations with your own observations about the other's preferences. Experienced travelers always test their assumptions with observation.

### How to Use Your Results

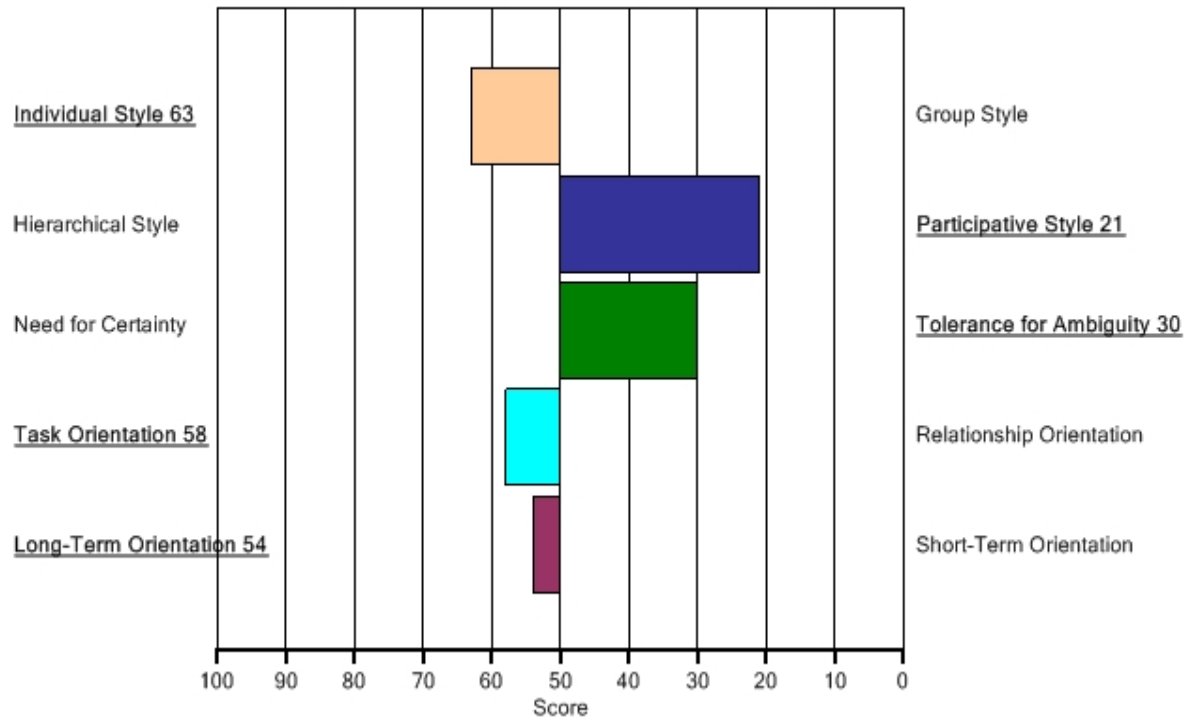
Use the explanations of each dimension below as you look through your results. It will guide you to an understanding of your personal profile and how it may differ from those of people in other countries.

Please remember that there are no right or wrong profiles in the abstract. Whether or not your style will be effective in a given situation depends on the style, the context, and the desired outcome.

## Dimensions

	<b>Individualism</b>	The degree to which action is taken for the benefit of the individual or the group
	<b>Power Distance</b>	The degree to which inequality or distance between those in charge and the less powerful (subordinates) is accepted
	<b>Certainty</b>	The extent to which people prefer unstructured, risky, ambiguous or unpredictable situations or would rather have rules, regulations and controls.
	<b>Achievement</b>	The degree to which we focus on task and work or relationship building and quality of life.
	<b>Time Orientation</b>	The degree to which we embrace values oriented toward the future, such as perseverance and thrift, or values oriented toward the past and present, such as respect for tradition and fulfilling social obligations.

# Your Culture in the Workplace Questionnaire™ Results



The bar graph above describes the extent to which your scores diverge from the midpoint. The further away that the scores are from the midpoint, the stronger the preference.

## Your Preferences

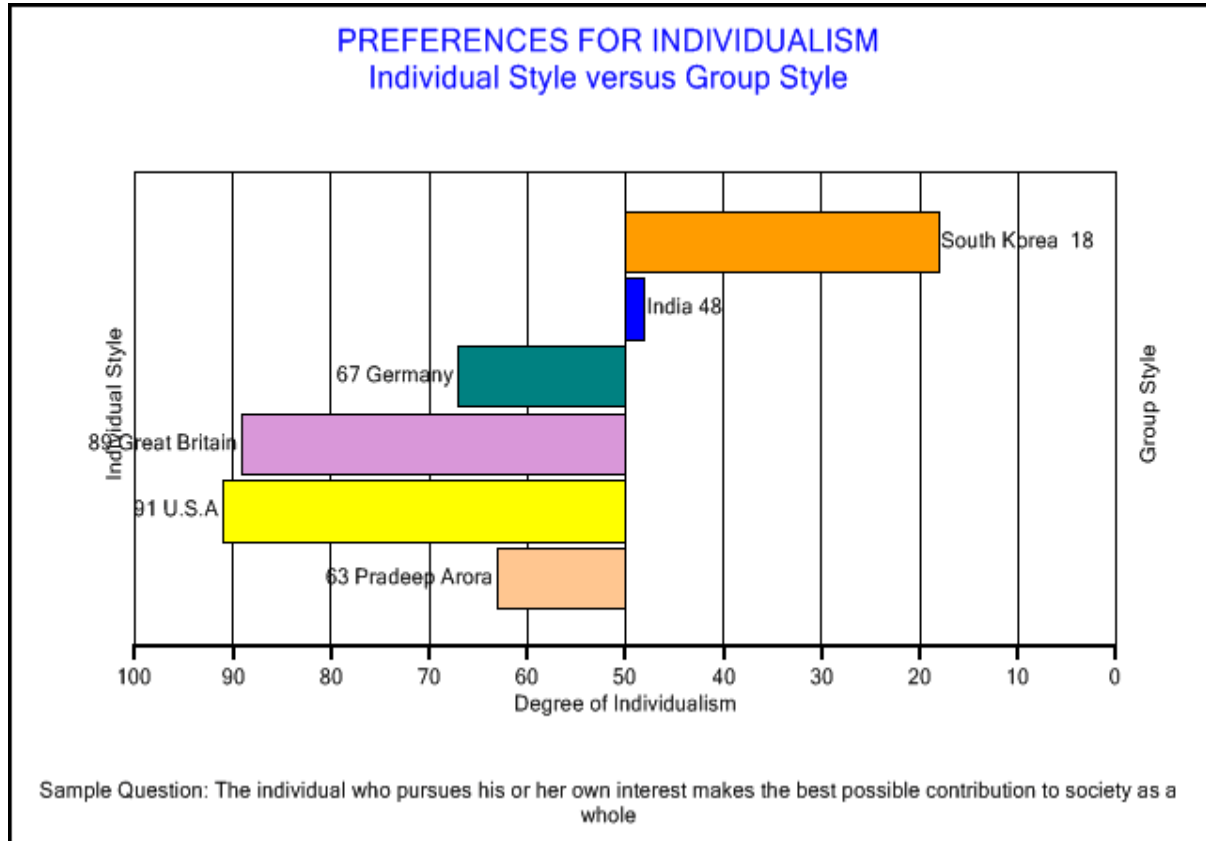
- Individual Style** (moderate preference for individual style) - You prefer an environment that supports and encourages individual expression in order to excel.
- Participative Style** (strong preference for participative style) - You strongly prefer an organization where relations between superiors and subordinates are pragmatic and interdependent, and expect that managers will use a consultative approach in decision-making.
- Tolerance for Ambiguity** (moderate tolerance for ambiguity) - You prefer organizations that encourage innovation and risk-taking, and are comfortable with unstructured, ambiguous and unpredictable situations.
- Task Orientation** (moderate preference for task orientation) - You value professional accomplishment and focus on the achievement of goals and results.
- Long-Term Orientation** (moderate preference for long-term orientation) - You prefer organizations that focus on success over a long time horizon and that emphasize perseverance and building a strong market position.

# Results in Depth

## Your Results Compared with Country Averages

Individualism - the degree to which decisions are made for the benefit of the individual or for the benefit of the group

Individualism



The higher your score, the higher your preference for Individualism. A score of 50 or lower means more of a preference for Group.

### Interpreting your results

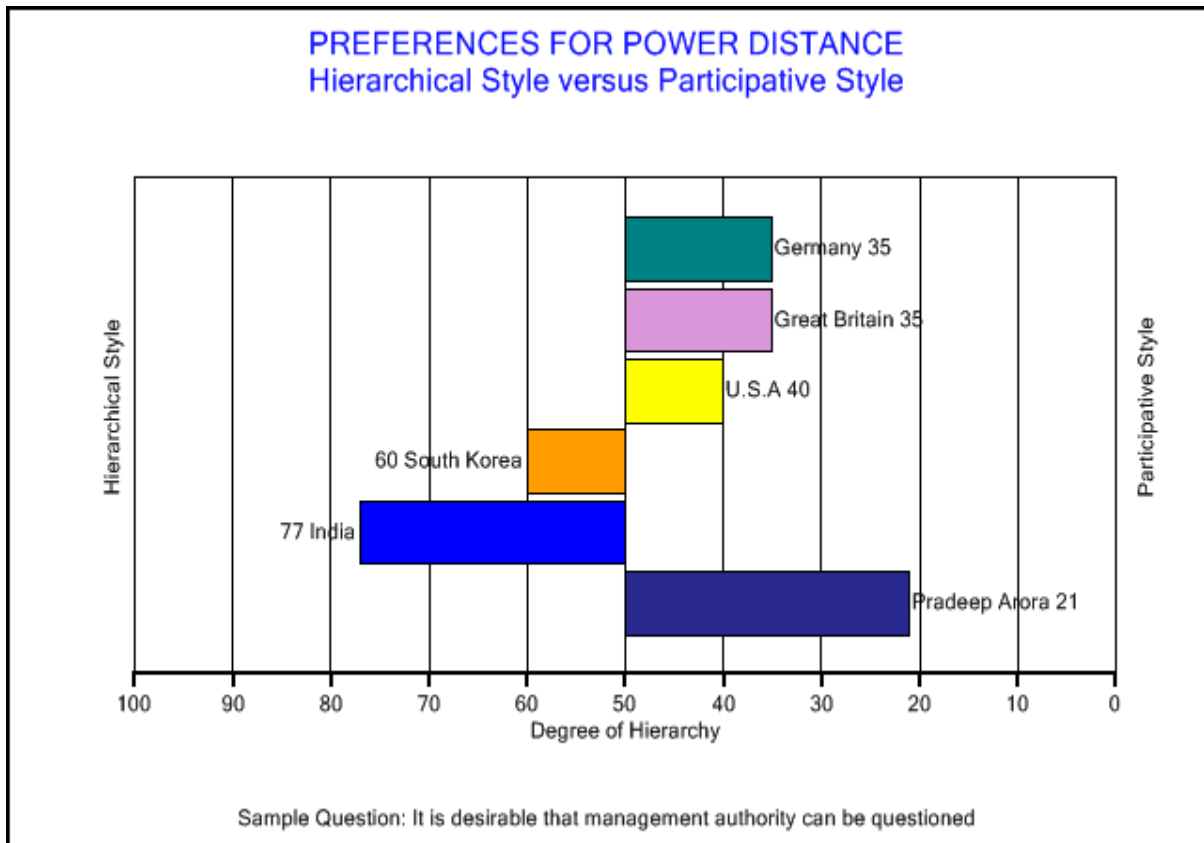
Your score is in the middle to high range of the Individualism dimension and indicates a moderate preference for individual style. Employees with a preference for individual style will pursue their employer's interests to the extent that these coincide with their self-interest. Freedom to adopt your own approach and having challenging work are important in a job. Individuals expect direct feedback, as well as rewards and recognition based on their individual performance. Speaking one's mind, honesty and openness are valued. Decisions can often be made quickly by an individual who has the authority to speak on behalf of a larger group.

Your preference for an individual-oriented environment that supports and encourages individual expression, differs significantly from the approach you can expect in South Korea. In highly group-oriented countries such as South Korea, you may need to re-think some aspects of your approach. You would need to learn not to expect direct and quick answers to your questions, and will need to allow colleagues to consult each other without being suspicious about it. In such cultures, employees will tend to rely more on the company for such things as training and support services, with aspirations towards orderliness, security and duty. Your reaction may be to view such colleagues as being indecisive and lacking in confidence, while they may be uncomfortable with your demands for individual and rapid responses. A degree of adaptation towards group consultation, particularly early in the relationship, is likely to enable more effective and reciprocal relationships to be established, leading over time towards the more responsive and self-expressive responses which you seek.

Your score shows the least difference with the score for Germany. Your approach is therefore likely to be consistent with the approach in Germany.

Power Distance - the degree to which inequality or distance between those in charge and the less powerful (subordinates) is accepted

■ Power Distance



The higher your score, the higher your preference for Hierarchical style. A score of 50 or lower means more of a preference for Participative style.

### Interpreting your results

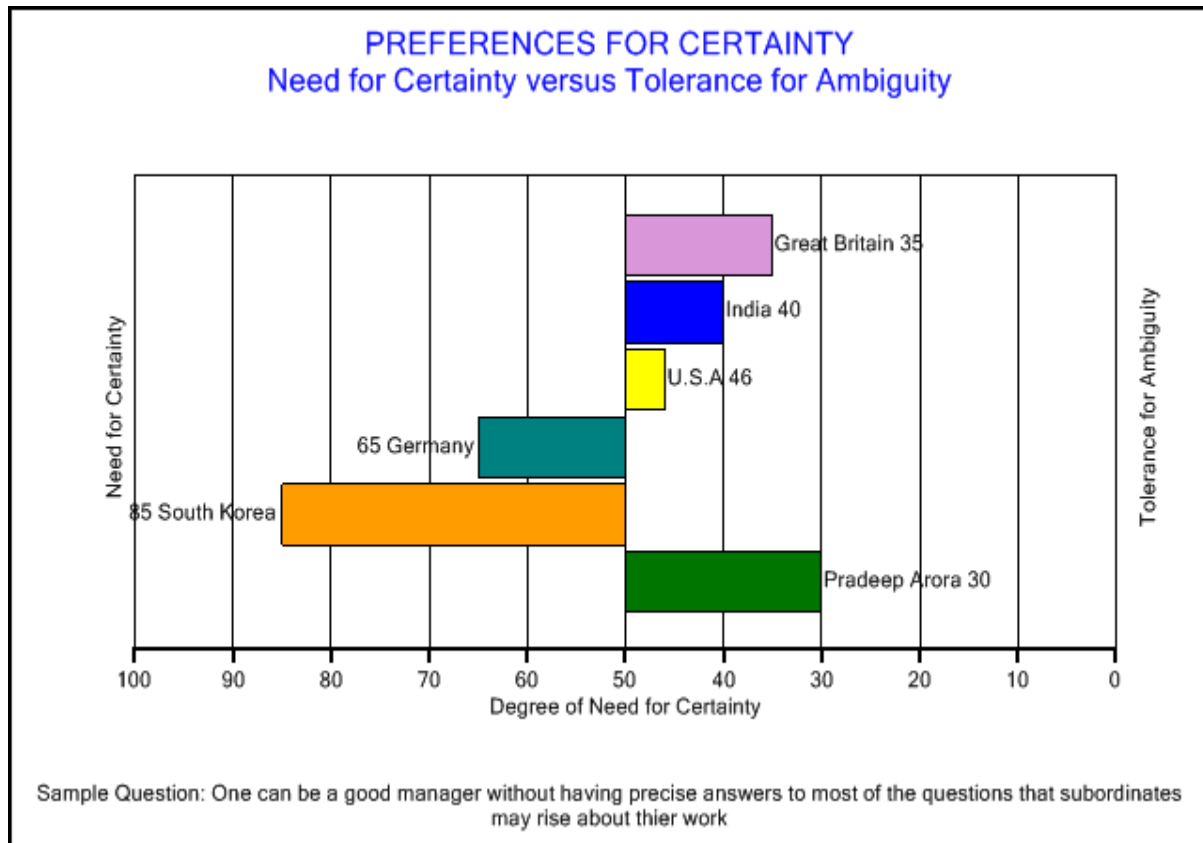
Your score is at the low end of the Power Distance dimension and indicates a strong preference for participative style. People with a preference for participative style generally expect superior - subordinate relations to be pragmatic. The hierarchical system in this case is just an inequality of roles, established for convenience; and roles may be changed, so that someone who today is a subordinate may tomorrow be a boss. Employees expect a consultative approach to decision-making, that is, the boss should consult with his/her subordinates before reaching a decision. Employee initiative is valued and expected. Generally it is more important to get the work done than to go through channels.

Your preference for an environment where hierarchical structure can be challenged differs extensively from the approach you can expect in India. In high Power Distance countries such as India, you will need to recognize a greater expectation of the use and application of management authority and decisiveness. There may be a tendency for your preference towards a participative style to be interpreted as a lack of competence and confidence in your own decisions. Equally you may be feeling that your subordinates lack initiative. If you are supervising someone whose preference for power distance is higher than yours, you will need to provide him or her with more direction and oversight than you would prefer from your own supervisor. In dealing with seniors, you will need to take steps to adjust your style to cultures where 'Inequalities among people are both expected and desired' and where seniors are expected to tell juniors what to do.

Even though your score and the score for Germany and Great Britain show the least difference, there is a significant enough difference between your score and Germany and Great Britain so that you may have to rethink and modify your approach when interacting with colleagues from this country.

Certainty - the extent to which people prefer unstructured, ambiguous or unpredictable situations or would rather have rules, regulations and controls

■ Certainty



The higher your score, the higher your preference for Need for Certainty. A score of 50 or lower means more of a preference for Tolerance for Ambiguity.

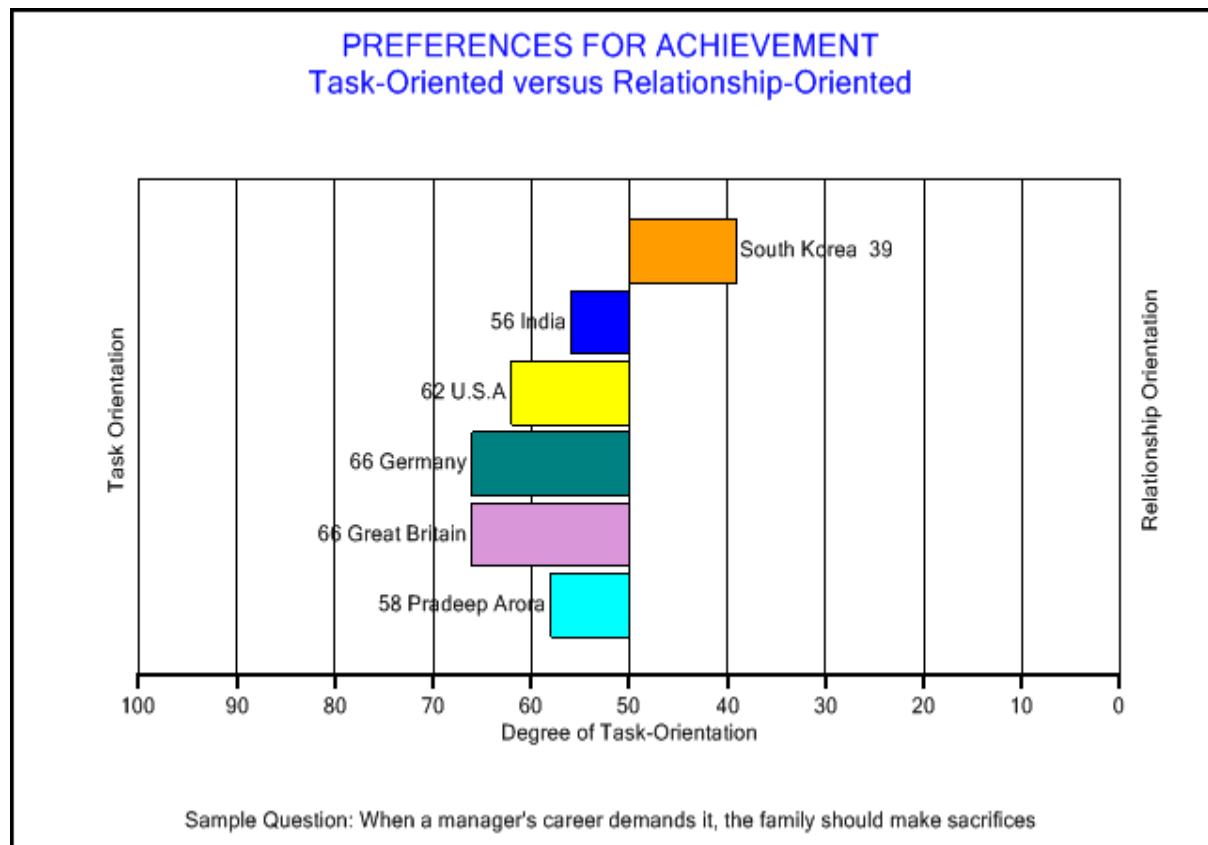
### Interpreting your results

Your score is in the low to middle range of the Certainty dimension and indicates a moderate preference for tolerance for ambiguity. People with a tolerance for ambiguity appreciate organizations that encourage individuals to take initiatives and risks. They believe that there should be no more rules than is strictly necessary, and that rules may be broken for pragmatic purposes. It is acceptable to challenge and question “the way things are done.” There is a tolerance of differences, innovative ideas and a wide range of behaviors. Managers are mainly concerned with strategic issues and it is accepted that they may not have all the solutions at any given time.

Your preference for an entrepreneurial environment which is less bound by rules and regulations differs extensively from the approach you can expect in South Korea . In high need for Certainty countries such as South Korea , you might react by creating a micro-environment that would shield you from the burden of what you may perceive as excessive structure, rules and regulations. In such countries, loyalty to an employer is seen as a distinct advantage, and a specialist career is generally preferred over a career in general management. In countries such as South Korea , you will need to appreciate others’ need for compliance with procedures and the “normal” approach, and understand that they are likely to expect the same of you. Overemphasis on your preference towards a “just do it” attitude may lead to resentment and withdrawal of cooperation, rather than the intended impact of “empowering” others and achieving objectives.

Your score shows the least difference with the score for Great Britain. Your approach is therefore likely to be consistent with the approach in Great Britain.

■ Achievement



The higher your score, the higher your preference for Task. A score of 50 or lower means more of a preference for Relationship.

### Interpreting your results

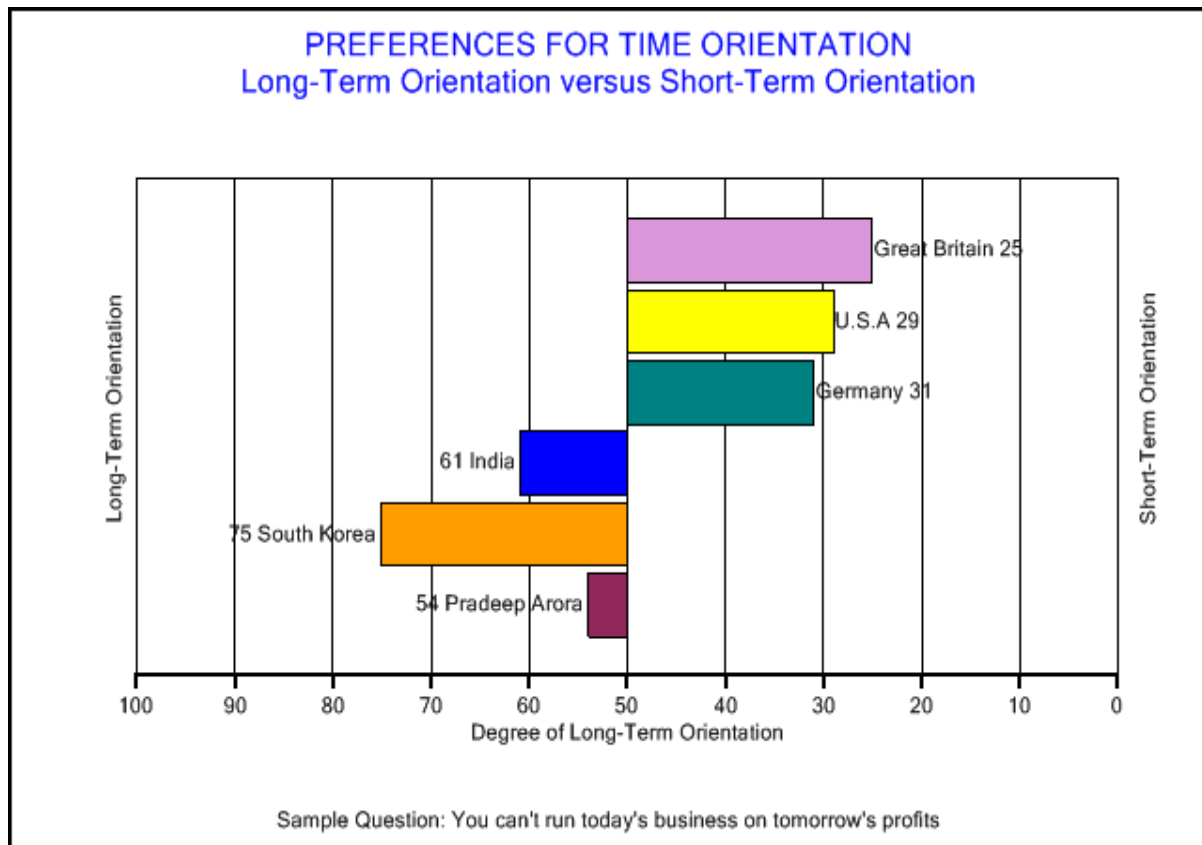
Your score is in the middle to high range of the Achievement dimension and indicates a moderate preference for task. People with a preference for task appreciate working for an organization where there is opportunity for high earnings, recognition, advancement and challenging work. Goal achievement has priority over quality of life. There is an expectation that work often takes precedence over family life. Performance and results are stressed. Assertiveness, competitiveness and ambition are virtues. A good manager should be decisive and aggressive.

Your preference for a task-oriented environment that supports goal achievement and success, differs from the approach you can expect in South Korea . In countries with a higher relationship orientation, such as South Korea , interdependence and nurturing qualities are valued, and self-display and a strong career-orientation are less appreciated. In working in countries or with colleagues with a higher relationship-orientation, you will need to recognize that quality of life issues are not secondary considerations that are easily sacrificed for the sake of the job. You may be perceived as immodest if you place too much emphasis on your accomplishments, and insensitive if you focus too much on performance and results without taking into account your colleagues' need for cooperation and mutual support. You will need to balance the more task-oriented expectation of urgency and delivery with the more relationship-oriented focus on establishing consultative relationships and rapport.

Your score shows the least difference with the score for India. Your approach is therefore likely to be consistent with the approach in India.

Time Orientation - the degree to which we embrace values oriented toward the future, such as perseverance and thrift, or values oriented toward the past and present, such as respect for tradition and fulfilling social obligations

■ Time Orientation



The higher your score, the higher your preference for Long-Term Orientation. A score of 50 or lower means more of a preference for Short-Term Orientation.

### Interpreting your results

Your score is in the middle to high range of the Time Orientation dimension and indicates a moderate preference for long-term orientation. People with a preference for long-term orientation value success for the long term. They accept deferred gratification of needs and are thrifty and sparing with resources. There is an investment in lifelong personal networks. In organizations with a long-term orientation, managers are allowed time and resources to make their own contributions. Measures such as market position, sales growth, and customer satisfaction are key in evaluating business performance, and are more important than short-term results.

Your preference for an environment that emphasizes perseverance and sustained efforts towards success over a long time horizon differs significantly from the approach you can expect in Great Britain. In countries with a strong short-term orientation, such as Great Britain, efforts should produce quick results, and companies often use management control systems which judge how effectively a manager has contributed to the company's bottom line. You may view this constant emphasis on short-term results as myopic and harmful to the business; on the other hand, your colleagues in Great Britain may view you as incompetent and unfocused if your actions and decisions do not take into account current business needs. Your desire to build a network of business relationships first may get in the way of achieving the desired results. In short-term oriented countries such as Great Britain, employees are judged on their abilities; those who perform well are financially rewarded. Your general willingness to subordinate yourself for a purpose may serve you well in working with colleagues from Great Britain, as this commitment to the success of the business will help you in managing short-term demands.

Your score shows the least difference with the score for India. Your approach is therefore likely to be consistent with the approach in India.