

Intercultural Awareness Profiler

Reading your Intercultural Awareness Profile

Your personal cross-cultural profile (shown below) is based on the Trompenaars' 7 dimension model of culture.

In order to interpret your scores, please refer to the seven dark blue bars, each labelled as one of the 7 dimensions. Your score on each dimension is shown by the position of the light blue bar at the top of the dimension. The closer you are to one extreme or the other, the more your orientation resembles the extreme end of that dimension.

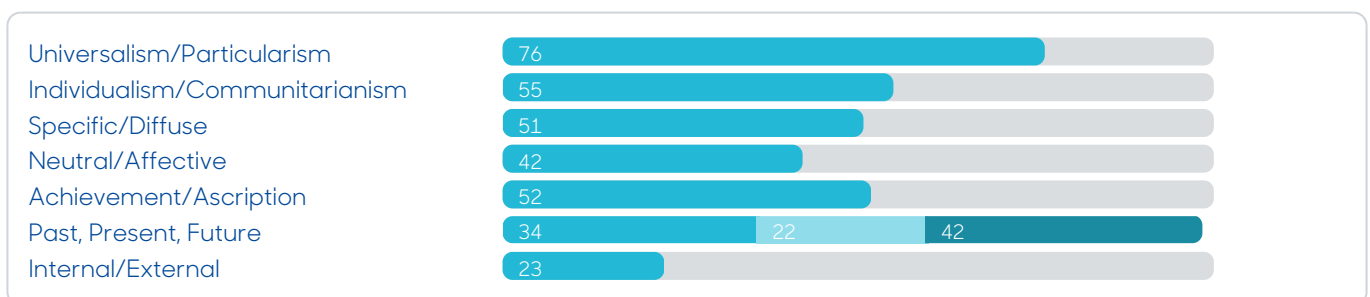
For example: if your score is more towards the right of the second dimension, (this dimension is about individualism–communitarianism), you have a more communitarian orientation.

The dimension for 'time' consists of three different zones: past, present and future. The larger the zone, the more important it is to you.

Using your personal profile

Understanding your profile and thereby your own personal cross-cultural orientation, is the first step to developing your cross-cultural competence. Ask yourself what your orientation means for doing business and managing. How can you work better with people with a different cultural orientation to you?

This is your most recent profile



Your score on dimension 1

Universalism-Particularism

What is this dimension about?

The dimension universalism-particularism concerns the standards by which relationships are measured.

Universalist societies are based on rules: their members tend to feel that general rules and obligations are a strong source of moral reference. Universalists are inclined to follow the rules and look for "the one best way" of dealing equally and fairly with all cases (even when friends are involved). They assume that their standards are the right standards, and they attempt to change the attitudes of others to match theirs.

Particularist societies are predominantly based on relationships; particular circumstances that lead to exceptions are more important than rules. Bonds of particular relationships (family, friends) are stronger than any abstract rules, therefore the response to a situation may change according to the circumstances and the people involved. Particularists often argue that "it all depends".



The way you have described yourself indicates that you are among the 23% of the 140,000 respondents in our database with a high universalistic approach.

People with a universalistic orientation tend to see themselves as consistent. This may be expressed in the value they attach to contracts, standards, adherence to rules without exceptions, and a "one best way" of managing.

Potential traps

Remember that taking universalism to the extreme might lead to rigidity and bureaucracy.

Different viewpoints

Universalists tend to see people with a particularistic orientation as undisciplined or as inclined to apply "situational ethics". Remember that these people might consider themselves to be pragmatic and flexible. In their eyes, you (as a universalist) may appear to have a very strict, rigid, and disciplined view of life, which they might find difficult to deal with.

Your score on dimension 2

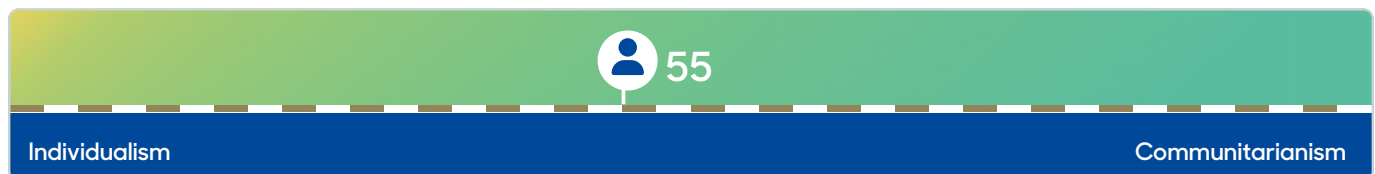
Individualism-Communitarianism

What is this dimension about?

The dimension individualism versus communitarianism is about the conflict between an individual's desire and the interests of the group one belongs to. Do people primarily regard themselves as individuals or as part of a group?

In a predominantly **individualistic** culture, people are expected to make their own decisions and to only take care of themselves and their immediate family. Personal freedom and individual development are fundamental to get a higher quality of life. Decisions are often made on the spot, without consultation, and deadlocks may be resolved by voting.

In contrast to this, members of a predominantly **communitarian** society place the interest of the community before the individual, whose main responsibility is to serve the group. By doing so, individual needs will be taken care of naturally. The quality of life for the individual is seen as directly dependent on the degree to which he or she takes care of fellow members, even at the cost of individual freedom. People are mainly oriented towards common goals and objectives. They are judged by the extent to which they serve the interest of the community, that provides help and protection in exchange for a strong sense of loyalty. Negotiation is often carried out by teams, who may withdraw in order to consult with reference groups. In the decision making process, discussion is used to reach consensus.



The way you have described yourself indicates that you position close to the average in our 140,000 respondents' database on this dimension.

Those with a more individualistic orientation than you tend to see themselves as people who show initiative and take responsibility, while people with a more communitarian orientation than you may put a different emphasis on the importance of specific group affiliations..

Potential traps

Remember that taking individualism to the extreme might lead to a lack of commitment to common goals and objectives, while taking communitarianism to the extreme might lead to a lack of personal initiative, ambition, and personal responsibility.

Different viewpoints

Individualists tend to see people with an orientation on the more communitarian side of the dimension as conformists without initiative, ambition, and drive. On the other hands, these people might consider themselves to be loyal to the organization, committed to common goals and objectives, and taking responsibility as a group.

Some caution is necessary. Does "we" refer to the immediate or extended family? Or does it indicate the

team collaborating on the business project, who have developed a strong group identity? Or does "we" refer to the company as a whole?

In the eyes of group oriented people, individualistic ones may appear to be unreliable and egocentric, only using teams to pursue their personal own goals.

Your score on dimension 3

Specific-Diffuse

What is this dimension about?

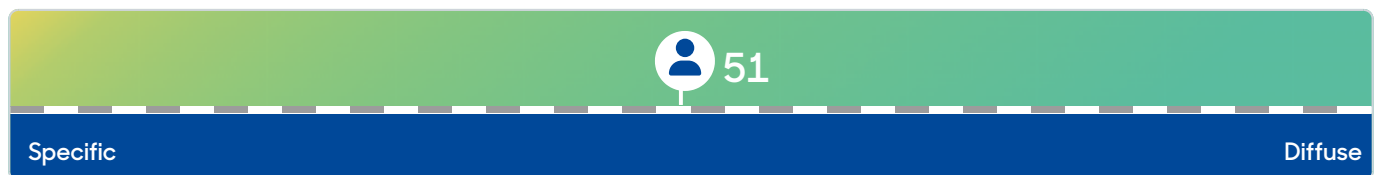
Generally, people from **specifically** oriented cultures begin by looking at each element of a situation. They concentrate on hard facts, analyze the elements separately, then put them back together again - viewing the whole is the sum of its parts.

People from **diffusely** oriented cultures see each element in the perspective of the complete picture. All elements are related to each other. The elements are synthesized into a whole which is more than simply the sum of its parts.

This dimension also concerns the degree to which we involve others in relationships: do we engage them in specific areas of life and single levels of personality or do we involve them in multiple areas of our lives and several levels of personality at the same time?

Specifically oriented individuals are "low involvement": they engage others in specific areas of life, affecting single levels of personality. In such cultures, a manager separates the task relationship with a subordinate from the private sphere.

Diffusely oriented individuals are "high involvement": they engage others diffusely in multiple areas of life, displaying several levels of personality at the same time. In these cultures, every life space and every level of personality tends to be interwoven.



The way you have described yourself indicates that you are close to the average score of our 140,000 respondents' database on this dimension.

Those with a more specific orientation than you tend to see themselves as people who segregate their task or business relationships from personal relationships, much more than you seem to be willing to do. On the other hand, those with a more diffuse orientation than you tend to see themselves as people who allow their different life spaces to permeate each other, and want to be personally involved in business relationships.

Potential traps

Remember that taking specificity to the extreme might lead to a lack of true personal involvement.

Different viewpoints

People with a specific orientation tend to initially see people with a more diffuse orientation as indirect, reserved, and evasive, and find it hard to make contact with them at first. Remember that more diffuse people than you might consider themselves as modest, initially reserved with new relationships, but in the end warm and much more personally involved in the business relationship. In their eyes, you may appear to

be superficial and blunt, and your directness might make people with a diffuse orientation "lose face".

Your score on dimension 4

Neutral-Affective

What is this dimension about?

This dimension focuses on the degree to which people express emotions, and the interplay between reason and emotion in human relationships.

In **affective cultures**, emotions are spontaneously displayed: moods and feelings aren't hidden or bottled up. On the contrary, the expression of emotions is acceptable or even required, as a sign of sincerity, attachment to what you are doing and a factor of trust.

In the so called **neutral cultures**, people are more reserved and don't openly display emotions as they are taught that it is incorrect to overtly show them. Not expressing emotions is seen as a positive sign of self-control and reason dominates one's interaction with others



The way you have described yourself indicates that you are among the 33% of the 140,000 respondents in our database with a predominantly affective orientation.

Those with an affective orientation value the fact of expressing what they think or feel and tend to show emotions without inhibition. They tend to see themselves as people who are spontaneous and transparent. This often leads to reveal thoughts and feelings when communicating, both verbally and non-verbally (e.g. during negotiations).

Potential traps

Remember that taking an affective orientation to the extreme might easily lead others to feel insulted and enraged.

Different viewpoints

People with an affective orientation tend to see neutral people as cold, detached, disinterested, and lacking spontaneity. Remember that these people might consider themselves to be professional because they are able to control their emotions. In their eyes, you may appear to be untrustworthy because you are not in control of your feelings.

Your score on dimension 5

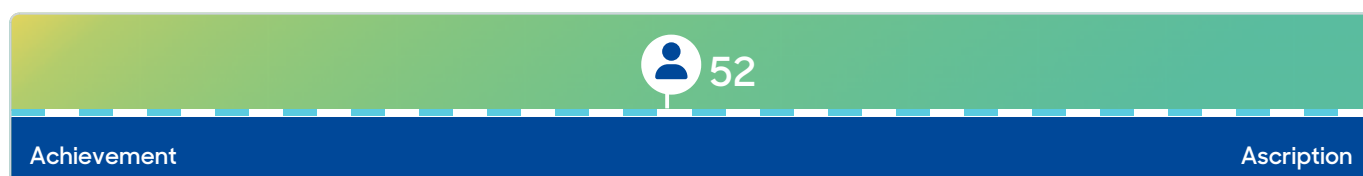
Achievement-Ascription

What is this dimension about?

The dimension achievement-ascription focuses on how personal status is assigned.

In "achievement-oriented" societies the status is a reflection of performance, of what an individual does and has accomplished. In short, "you are what you do."

On the other hand, in the so called "ascribed" cultures, status is a reflection of what you are and how the other individual within a group (community and/or organization) relate to you. Factors like age, class, gender, education, etcetera are fundamental in attributing status. In short, taking it to the extreme, in this type of culture "you are what you are from birth."



The way you have described yourself indicates that you position close to the average in our database.

Those with a higher achievement orientation than you tend to see themselves as people looking only at competence and achievement - regardless of background.

More ascriptive people than you, on the other hand, may think that you ignore differences in personal power, status and authority (e.g. hierarchical status, formal titles, educational background, family background, gender, age).

Potential traps

Remember that taking an achievement orientation to the extreme might lead to instability in the organization and judging people based on their last performance.

Conversely, taking ascription to the extreme might lead to lack of delegation and to rigidity because the status quo is never challenged.

Different viewpoints

People with an achievement orientation tend to see people with a higher ascriptive orientation as not challenging the status quo and sustaining a rigid organization.

On the other hand, people oriented towards ascription might consider themselves to be fostering stability by showing respect to people who acquired positions of power, status, and authority. In their eyes, your lack of showing respect may appear to threaten the stability of the organization.

Your score on dimension 6

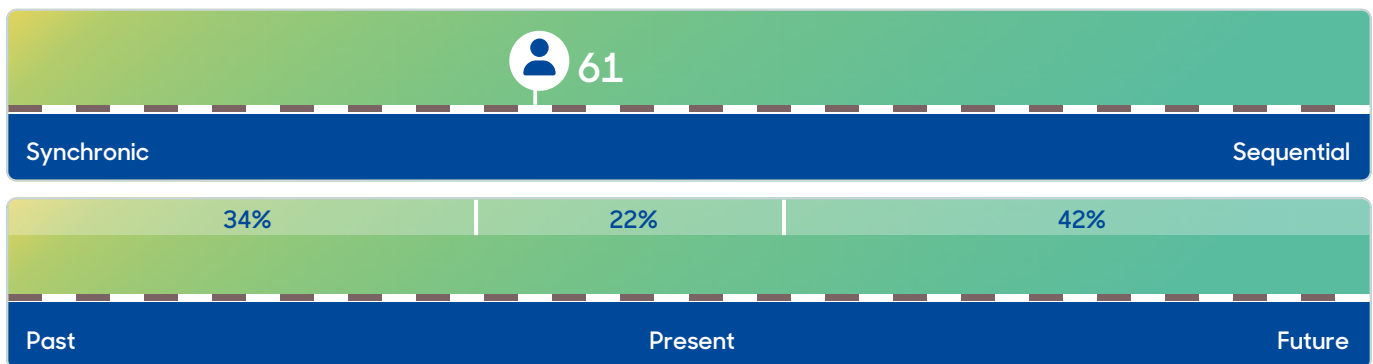
Time Orientation

What is this dimension about?

Sequentialism and synchronism form the different approaches to structuring time. In business, how people structure time is important with how we plan, strategize and co-ordinate our activities with others.

People who structure time **sequentially** view time as a series of passing events. They tend to do one thing at a time, and prefer planning and keeping to plans once they have been made. Time commitments are taken seriously and staying on schedule is a must.

On the other hand, people structuring time **synchronically** view past, present, and future as being interrelated. They have a "multi-tasking" approach and usually do several things at once. For them, time is flexible and intangible, therefore they are less concerned about what single-tasking cultures define as punctuality. Time commitments are desirable rather than absolute and plans are easily changed as more value is placed on the satisfactory completion of interaction with others.



From your circles drawing it seems that you have a dominant future orientation.

People with a future orientation often consider talking about the past to be fairly irrelevant. They tend to see themselves as long-term oriented because they make decisions in the context of the future. This may be expressed in an inclination to emphasize the importance of planning and setting deadlines.

Potential traps

Remember that taking future orientation to the extreme might lead to disinterest in the past and the present, unless you can obviously do something with it in the future.

Different viewpoints

People with a past orientation might consider themselves to be taking a long-term perspective, building the future on the past. In their eyes, you may be short-term oriented because you do not respect the foundations or acknowledge the constraints of the past.

People with a future orientation tend to consider focus on the present as short-sighted. Remember that people with a present orientation consider themselves to be taking control of the present. In their eyes, you might be inclined to get little or nothing done in the present, because your emphasis is on making plans for the

future.

Your score on dimension 7

Internal-External

What is this dimension about?

This dimension concerns how people relate to the environment and the perceived degree of control over it.

Internally controlled people have a mechanistic view of nature; it can be dominated once one has understood how it functions by developing suitable instruments for influencing it. This mechanistic view of the environment favors a feeling of internal control: people seek to take control of their lives and see their own internal perspective as the starting point for determining the "right" action. In business this translates into a "technology push" attitude.

In contrast to this, cultures with an **externally** controlled (or organic) view of nature assume that human beings are controlled by nature and unpredictable external forces such as fate, chance and the power of others. For this reason, they tend to "go with the flow" and orient their actions towards others. In business, this attitude leads to a "market pull" approach, that implies focusing on and responding to the environment and the need of the customers.



The way you have described yourself indicates that you are among the 25% of the 140,000 respondents in our database with a high external control orientation.

People with an external control orientation tend to see themselves as adaptive to the environment. This may be expressed in the value they attach to cooperating with business partners, customers, and colleagues, accepting the ups and downs of the business cycle, and waiting for the right moment by taking advantage of existing forces (such as market pull).

Potential traps

Remember that taking an external control orientation to the extreme might lead to using fate as an excuse for not accomplishing results.

Different viewpoints

People with an external orientation tend to see inner-directed people as arrogant, aggressive, and dominating their environment. Remember that they might consider themselves to be working hard to control events and to create a better future. In their eyes, you may appear to be weak. They may feel that you do not take initiative and do not handle in your own interests.