



## **Culture in the Workplace Questionnaire™**

### **Sample Report**

The Culture in the Workplace Questionnaire™ (CWQ) is a valuable diagnostic and developmental instrument. It is the basis for acquiring insight into and utilizing culturally-based preferences and tendencies (CBTs) to advantage. CWQ helps increase individual and group productivity, innovation, creativity, agility, and safety (PICAS) in working with people from specific aspects of diversity or cross-cultural difference.

CWQ reports are visually oriented with extensive use of bar charts. They present a deep analysis of an individual's or group's preferences and tendencies on the five continua of Hofstede's model of culture. The seven-page report, designed to be read by someone who is new to the subject, has these sections:

**Distinguishing country and individual scores.** Most country data follows a bell curve or normal distribution. The country scores are the peak or average of the curve, thus indicating the dominant culturally-based preferences and tendencies in that country.

Individuals within the country may be similar to or quite different than the country averages. The individual scores place the person who completed CWQ on the same five dimensions for purposes of comparison.

**How to use your results.** Defines the five dimensions of culturally-dependent work preferences in Dr. Geert Hofstede's model of culture. This emphasizes that there are no "right" or "wrong" answers.

**Your preferences.** Presents your individual culturally-based preferences and tendencies on the five dimensions of culture. This is shown in a bar chart with accompanying explanatory text. Group versions of the report will show the group's overall preferences and tendencies.

**Results in depth.** This section has five pages, one for each of the five dimensions of culture. Each page compares the individual result to five reference countries, which may be pre-determined or selected by the individual participant. The results are shown in a bar chart.

Accompanying explanatory text is adapted automatically based on the relationship between the individual participant's score and the scores of the five reference countries. The text emphasizes similarities and differences in mindset and behavior that may be encountered in the reference countries. This is a basis for developmental work to become more effective in the specific reference cultures.

**MDB Group is pleased to provide certified CWQ administrators to work with you in any capacity needed.** We provide complete coaching and developmental interventions based on the CWQ.

**Please call us; we will be happy to discuss how you may realize the full benefits of the Culture in the Workplace Questionnaire™.**

***Your business success is our most important objective***



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## Culture in the Workplace Questionnaire™

### Culture in the Workplace Questionnaire™ Results

#### Sample Participant 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 orientation indicated on that end of the continuum; a lower score will indicate a preference for the orientation 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 others' preferences. Experienced travelers always test their assumptions with observation.

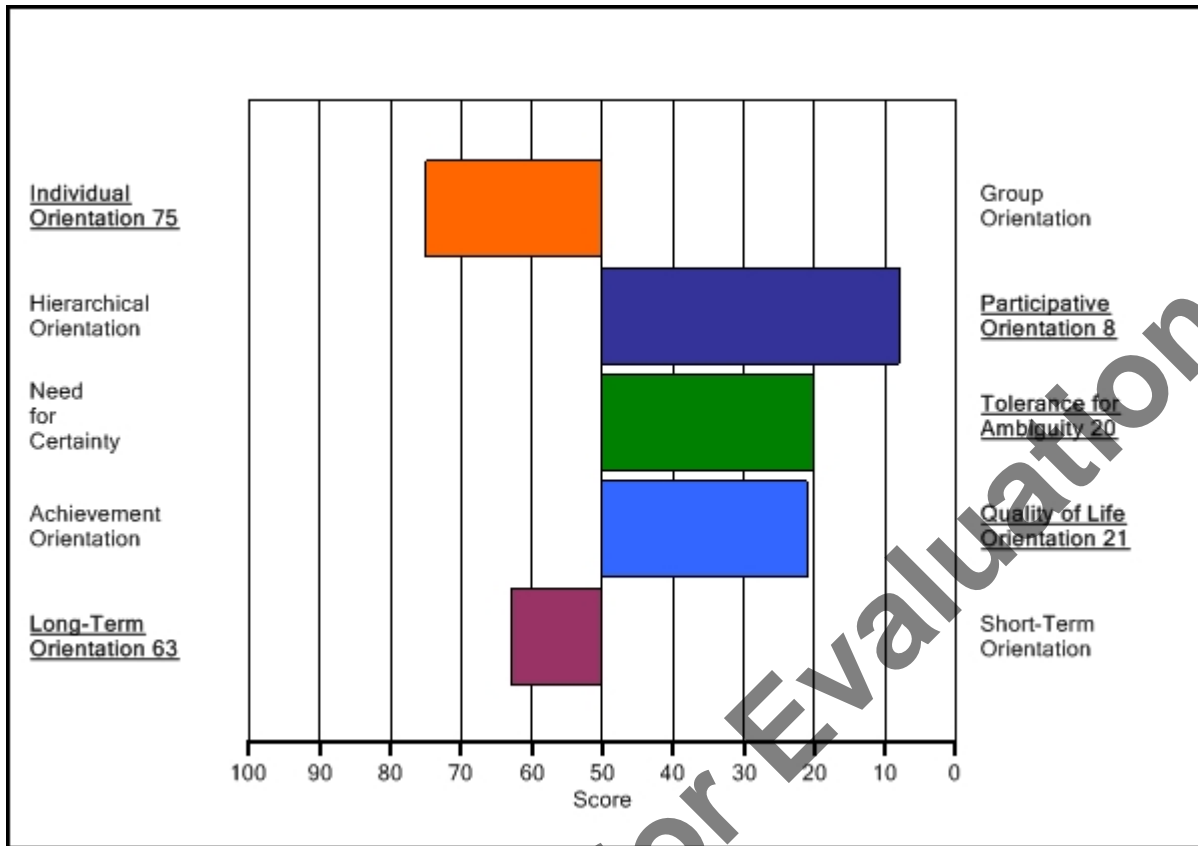
#### How to Use Your Results

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 approach will be effective in a given situation depends on 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 rules, regulations and controls or are more comfortable with unstructured, ambiguous or unpredictable situations
	<b>Achievement</b>	The degree to which we focus on goal achievement and work or quality of life and caring for others
	<b>Time Orientation</b>	The extent to which members of a society are prepared to adapt themselves to reach a desirable future, or the extent to which they take their guidance from the past and focus on fulfilling their present needs and desires



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.

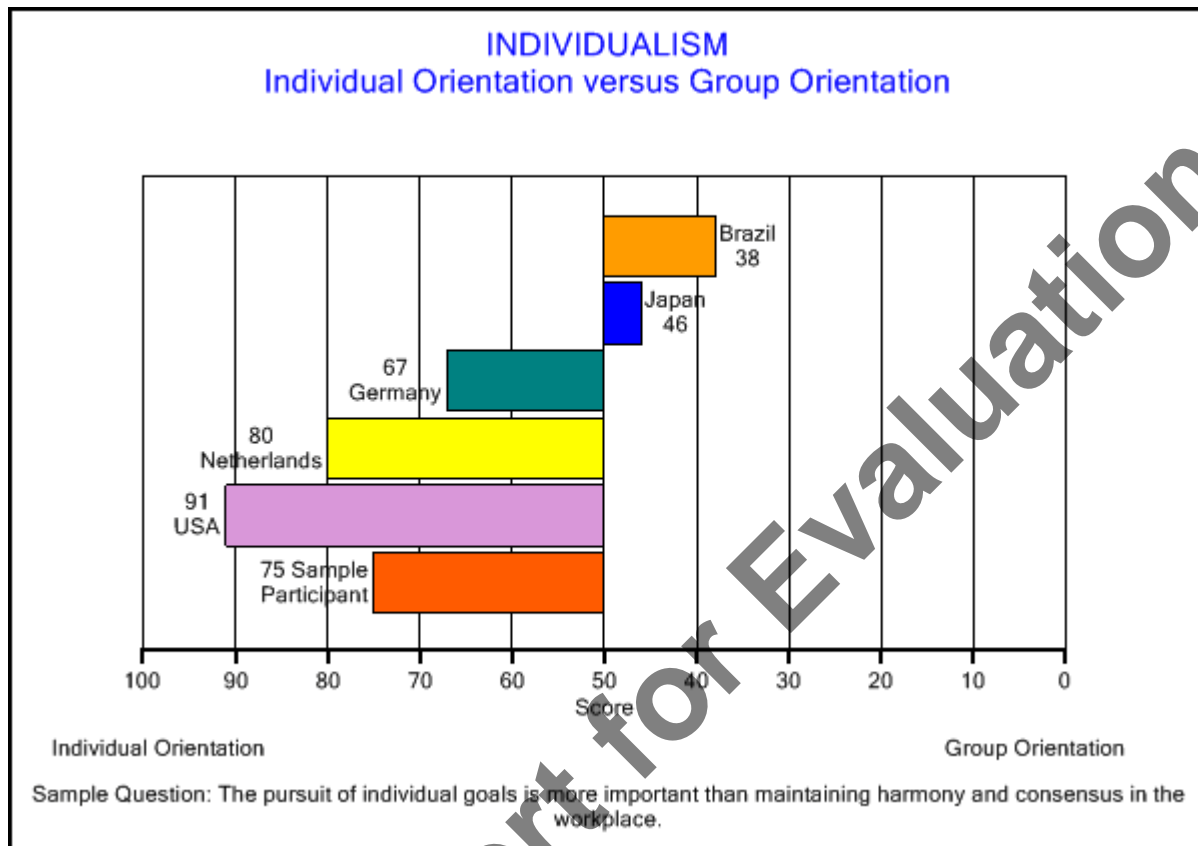
### Your Preferences

- Individual Orientation** (moderate preference for individual orientation) - You prefer an environment that supports and encourages individual expression in order to excel.
- Participative Orientation** (strong preference for participative orientation) - 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** (strong tolerance for ambiguity) - You strongly prefer organizations that encourage innovation and using creative approaches, and are comfortable with unstructured, ambiguous and unpredictable situations.
- Quality of Life Orientation** (strong preference for quality of life orientation) - Quality of life is very important and you prefer to work toward goals through supporting others.
- 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 action is taken for the benefit of the individual or the group

Individualism



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

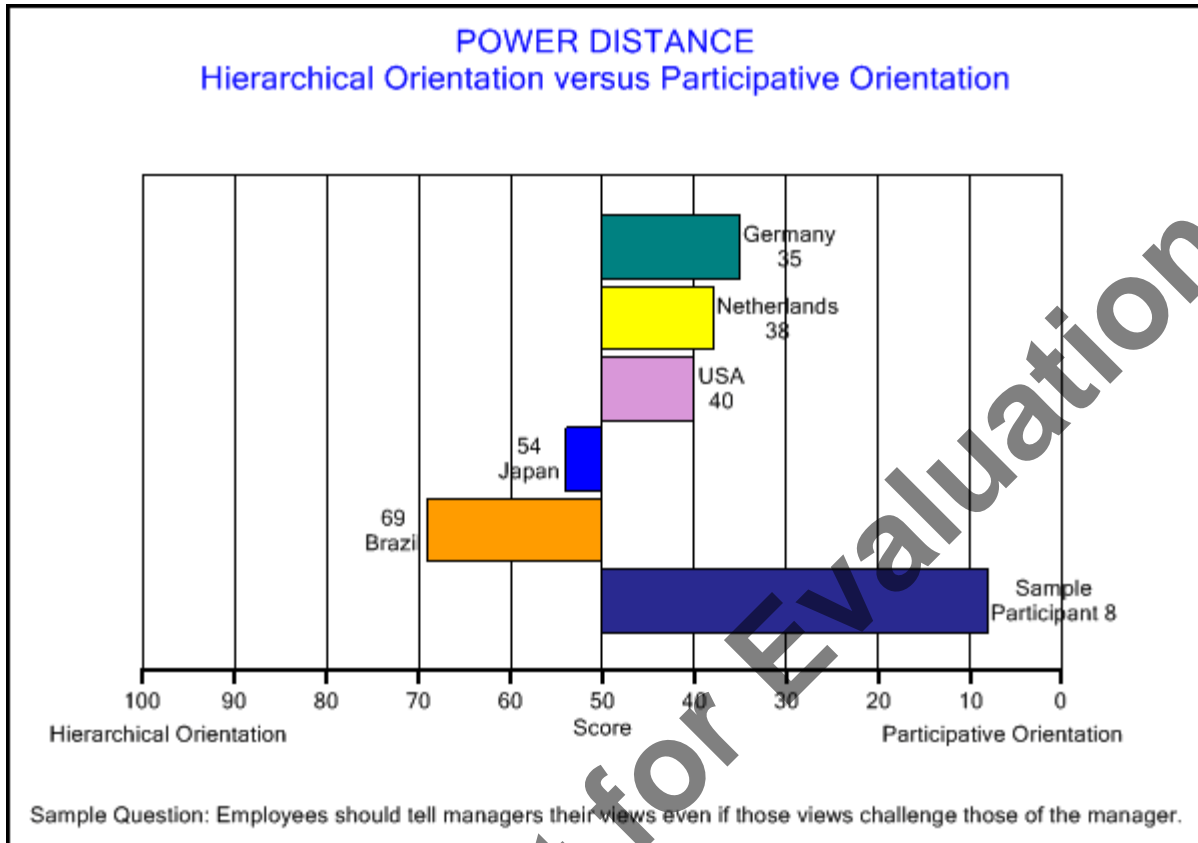
### Interpreting your results

Your score is in the middle to high range of the Individualism dimension and indicates a moderate preference for individual orientation. Employees with a preference for individual orientation 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 from the approach you can expect in Brazil. In working with colleagues from countries with a more pronounced group orientation, such as Brazil, 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 Netherlands. Your approach is therefore likely to be consistent with the approach in Netherlands.

■ Power Distance



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

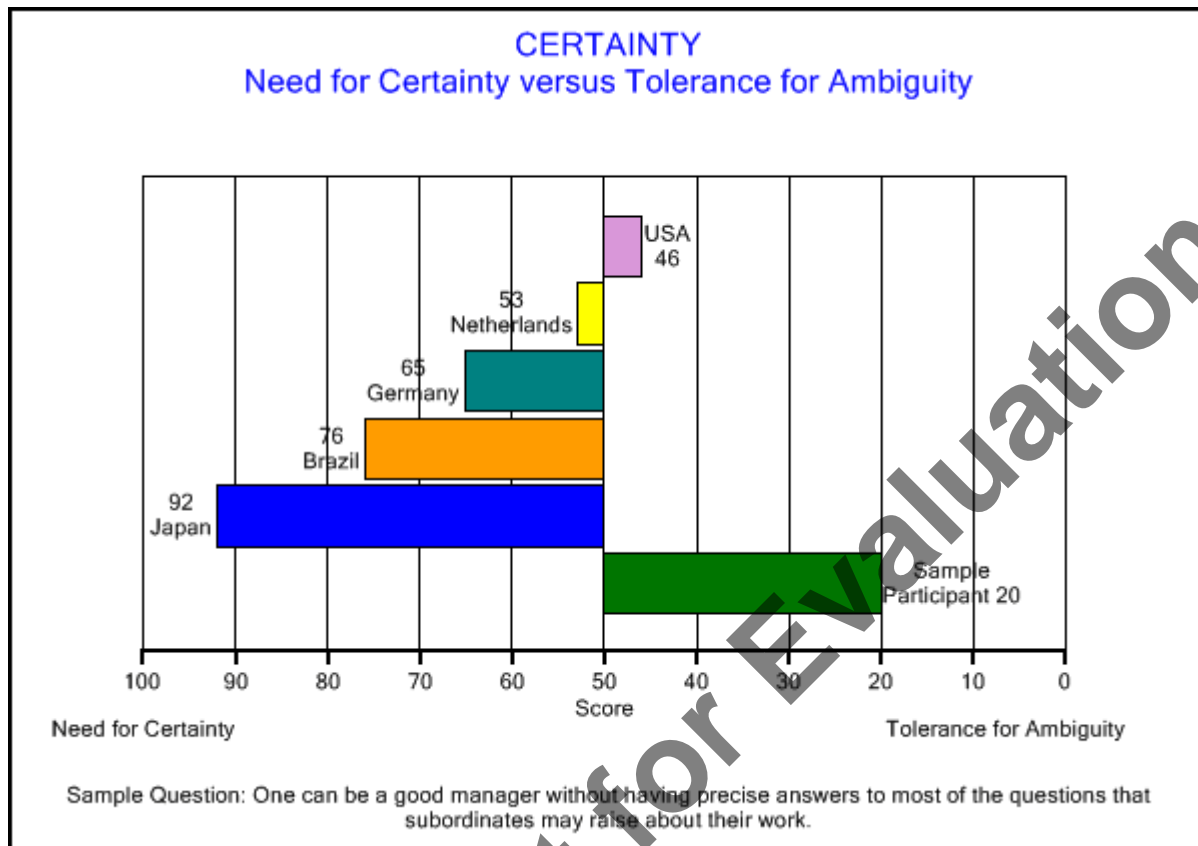
### Interpreting your results

Your score is at the low end of the Power Distance dimension and indicates a strong preference for participative orientation. People with a preference for participative orientation 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 from the approach you can expect in Brazil. In countries with a more pronounced hierarchical orientation, such as Brazil, you will find that you have to assert more positional authority than you may do normally in order to achieve the results and impact which, in lower power-distance cultures, can be reached through more gentle persuasion. 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. 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.

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

**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.

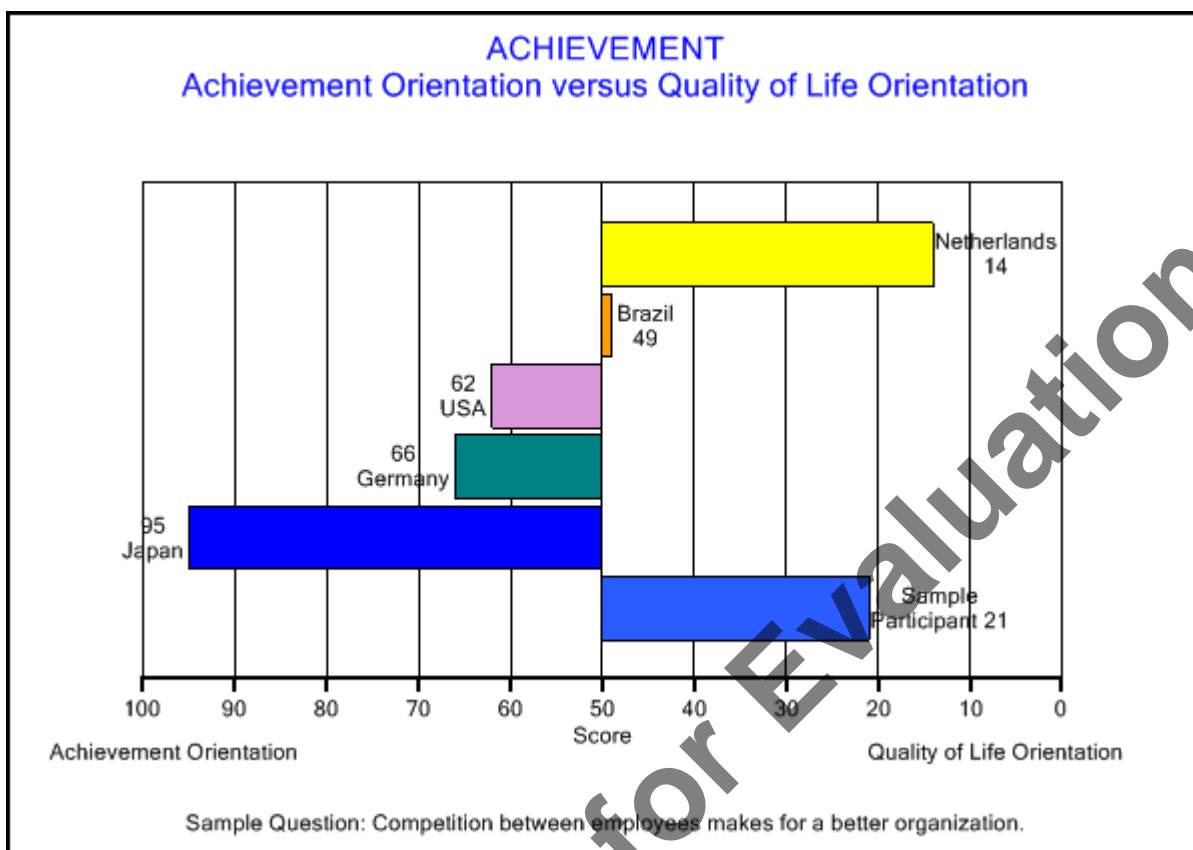
**Interpreting your results**

Your score is at the low end of the Certainty dimension and indicates a strong preference for tolerance for ambiguity. People with a high tolerance for ambiguity appreciate organizations that encourage individuals to take initiatives and use creative approaches. 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 Japan. In high need for Certainty countries such as Japan, 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 Japan, 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.

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

**Achievement**



The higher your score, the higher your preference for Achievement Orientation. A score of 50 or lower means more of a preference for Quality of Life Orientation.

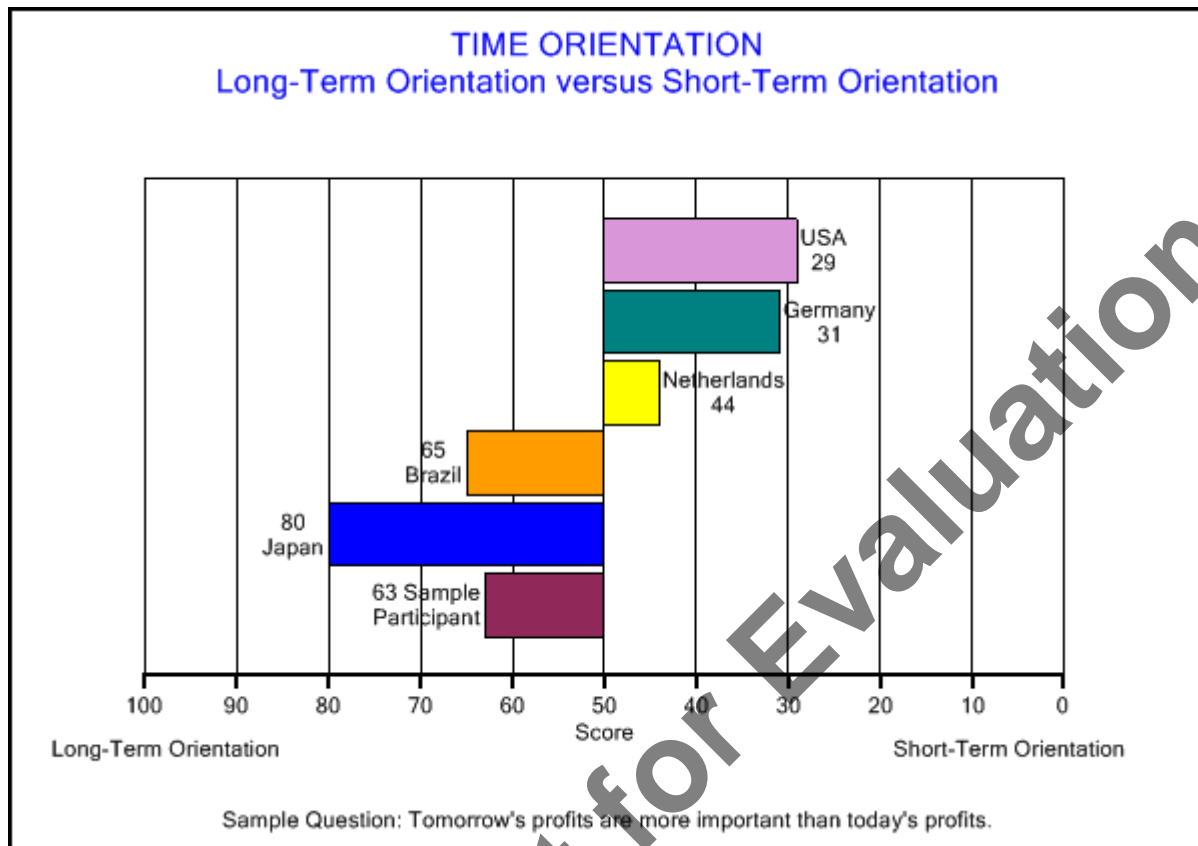
**Interpreting your results**

Your score is at the low end of the Achievement dimension and indicates a strong quality of life orientation. People with a quality of life orientation appreciate working in an organization that supports a balance between work life and personal life. They like to work with people who cooperate well with one another, have a good working relationship with their direct superior, and have employment security. Quality of life has priority over goal achievement. Incentives that bring improvements in benefits and other quality of life areas (as opposed to monetary rewards alone) are preferred. Conflicts are resolved by compromise and negotiation. A good manager should strive for consensus.

Your preference for a quality of life oriented environment that supports a balance between work life and personal life differs extensively from the approach you can expect in Japan. In countries with a strong achievement orientation such as Japan, you will perceive a much more pronounced emphasis on the achievement of goals. In such cultures, quality of life issues are often made secondary to goal achievement and success. Colleagues in Japan may perceive you as less 'driven' or ambitious for completion than they are, and may as a consequence display some frustration based on their expectation for urgency and delivery versus your balanced focus on establishing consultative relationships and rapport. Recognition of this dynamic in your initial interactions may help you to establish an effective foundation for the cooperation you seek to develop. Strategies to emphasize your desire to achieve the ultimate objective may assist you in maintaining impact and influence.

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

■ 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 from the approach you can expect in USA. In countries with a short-term orientation, such as USA, 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 USA 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 USA, 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 USA, 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 Brazil. Your approach is therefore likely to be consistent with the approach in Brazil.