

# Power, Hierarchy, and Relationships

**Module:** Power, Hierarchy, and Relationships

**Learning Path:** Workplace Success - Cultural Intelligence

## Key Concepts

### *Power Distance*

How cultures view inequality and hierarchy in organizations.

- High PD: Hierarchy respected, titles matter, questioning authority seen as disrespectful
- Low PD: Hierarchy functional, anyone can challenge ideas, consultation expected

### *Individualism vs Collectivism*

Whether cultures prioritize individual achievement or group harmony.

- Individualist: Personal achievement celebrated, direct confrontation acceptable
- Collectivist: Group harmony paramount, indirect communication preserves face

### *Trust Building Styles*

How different cultures establish and maintain trust.

- Task-based trust: Built through professional competence and delivery
- Relationship-based trust: Built through personal bonds and shared experiences

## Summary Points

1. Power distance and decision-making styles don't always align predictably.
2. Individualism-collectivism shapes competitive versus cooperative orientations.
3. Trust building approaches vary from task-focused to relationship-focused.
4. Adapting your style isn't inauthentic—it's skilled communication.
5. Use cultural mapping tools to assess new teams and organizations.

## Practical Application

### ***Giving feedback across cultures***

Calibrate your approach: direct for low PD cultures, indirect and private for high PD cultures.

### ***Building team cohesion***

Balance task focus and relationship building based on team members' cultural orientations.

## **Reflection Questions**

- How do the concepts in this module apply to your current work environment?
- What cultural patterns have you observed but not previously understood?
- Which framework from this module will be most immediately useful to you?
- How might you adapt your approach based on what you've learned?