**Cross Cultural Sensitivity - Workbook**

**Cultural questionnaire**

Answer the following questionnaire. Answer all sections.

**Section 1**

**Power Distance Index (PDI):**

This dimension concludes that individuals in societies are not equal; power distance measures how people with less power expect and accept that power is distributed unequally in their country.

Where do you feel more comfortable?

|  |  |  |
| --- | --- | --- |
| Children should be taught that their opinion is as important as their parents´ | 1 2 3 4 5 | Children should be taught to never question their parents´ authority |
| Children should be taught to not take things for granted, in the family or other institutions | 1 2 3 4 5 | Children should be taught to accept the authority of older or important people |
| In a company/organization, people must be able to create their own place/function | 1 2 3 4 5 | All people in an organization or company have clearly defined roles |
| People must not take the boss decisions for granted. Always question the actions of the boss. | 1 2 3 4 5 | The boss takes all decisions, everybody in a organization/company accept and respect him |
| The most effective way to change a political system is through public debates and free elections | 1 2 3 4 5 | The most effective way to change a political system is to replace those in power through drastic means |
| TOTAL |  | |

**If you chose 4 or 5 you have chosen High Power Index, if you chose 1 or 2 you have chosen low power index. If you chose 3 it is neutral.**

Power: Small-Large Power Distance Value Pattern

1. Low power distance cultures: equal power distributions, rights; rewards and punishments based on performance

2. High power distance cultures: accept unequal power distribution, rights, role relations; rewards and punishments based on age, rank, status, title, etc.

**Section 2**

**Individualism (IDV):**

This dimension measures the degree of interdependence in a society, distinguishing between self-images based on “I” or “We.” People in individualist countries only watch out for direct family; people in collectivist countries join groups, trading loyalty for security.

Where do you feel more comfortable?

|  |  |  |
| --- | --- | --- |
| People have strong loyalty to the group(s) they belong to | 1 2 3 4 5 | People choose their friends based on common likes/dislikes/interests |
| The conventions/rules of the group I belong to influence my behaviour | 1 2 3 4 5 | I have full personal freedom |
| I am concerned with what the others think about me | 1 2 3 4 5 | I am concerned only with my own rules and objectives |
| People are promoted/recognized based on their loyalty and age | 1 2 3 4 5 | People are promoted based on competence, no matter their age |
| It is immoral for a boss not to offer a job to a relative | 1 2 3 4 5 | It is immoral for a boss to offer a job to a relative |
| TOTAL |  | |

**If you chose 4 or 5 you have chosen High Individualism, if you chose 1 or 2 you have chosen low Individualism. If you chose 3 it is neutral.**

**1. Individualism**

a. Emphasizes individual identity, rights, and needs over group’s

b. Most northern and western Europe and North America

c. Top individualist values: freedom, honesty, social recognition, etc.

**2. Collectivism**

a. Emphasizes “we” identity over “I” identity, group rights, in-group needs

b. Asia, Africa, Middle East, Central and South America, Pacific Islands

c. Top collectivist values: harmony, face-saving, respecting parents, etc.

Section 3

**Masculinity (MAS)**

This dimension determines what motivates people in terms of wanting to be the best, a masculine high score, or liking what you do, a feminine low score. Masculine countries focus on becoming tops in a given field; feminine countries focus on caring for others and quality of life.

Where do you feel more comfortable?

|  |  |  |
| --- | --- | --- |
| I have sympathy for those who do not win and I envy others for their success | 1 2 3 4 5 | I admire winners and think those who lose must be punished |
| At work, I am motivated by a relaxed, friendly atmosphere | 1 2 3 4 5 | At work, I need to have clear objectives and an evaluation system for what I accomplish |
| Decisions at work must be based on consensus | 1 2 3 4 5 | Conflict is positive and productive |
| A good quality of life is important for both men and women | 1 2 3 4 5 | Men should be focused on material success and women must be concerned with the well-being of the others |
| I seek love and mutual affection in a partner | 1 2 3 4 5 | What I want most from my partner is support in difficult situations |
| TOTAL |  | |

**If you chose 4 or 5 you have chosen High Masculinity, if you chose 1 or 2 you have chosen low Masculinity. If you choose 3 it is neutral.**

Sex Roles: Feminine-Masculine Value Pattern

1. Femininity: social gender roles are fluid and can overlap

2. Masculinity: social gender roles are complementary and distinct

a. Men: assertive, tough, task-based accomplishment concerns

b. Women: more modest, tender, quality of life concerns

Section 4

**Uncertainty Avoidance Index (UAI)**

This dimension relates to how people in a country deal with the future. Do they try to control outcomes or just let life happen? Do they create belief systems and institutional bulwarks because they feel threatened by ambiguity and the unknown?

Where do you feel more comfortable?

|  |  |  |
| --- | --- | --- |
| Children must be taught to cope with chaos and ambiguity | 1 2 3 4 5 | Children must be taught to be organized and avoid ambiguity |
| People who can move in different environments are appreciated in society | 1 2 3 4 5 | High competence and expert leadership are appreciated in society |
| People should always have to carry an ID | 1 2 3 4 5 | People should always have an ID |
| It is improper to express feelings in public | 1 2 3 4 5 | It is ok to show feelings in public, at the right place and time |
| Society has very few rules | 1 2 3 4 5 | There are some rules and customs that all people must respect |
| TOTAL |  | |

**If you chose 4 or 5 you have chosen High Uncertainty Avoidance, if you chose 1 or 2 you have chosen Low Uncertainty Avoidance. If you chose 3 it is neutral.**

Uncertainty: Weak-Strong Uncertainty Avoidance Value Pattern

1. Weak (or low) uncertainty avoidance cultures encourage risk taking and conflict-approaching modes (e.g., the United States)

2. Strong (or high) uncertainty avoidance cultures: clear procedures and conflict avoidance behaviors

Section 5

**Long-Term Orientation (LTO)**

This dimension centres on Confucius and his philosophy. In the search for virtue, do people in a country take a pragmatic, far-flung view of the future or do they run with a conventional perspective energized by short-term successes?

Where do you feel more comfortable?

|  |  |  |
| --- | --- | --- |
| People know very clearly what is Good and what is Bad | 1 2 3 4 5 | People embark on common goals without being so concerned with what is Good and what is Bad |
| People value personal stability and continuity | 1 2 3 4 5 | People think everything is relative and permanently changing |
| Children must be taught to ask WHY | 1 2 3 4 5 | Children must be taught to ask WHAT and HOW |
| People´s behaviour is always influenced by their roots | 1 2 3 4 5 | People project their actions into the future |
| People want coherence in the information they are presented | 1 2 3 4 5 | People can live with contradictory information |
| TOTAL |  | |

**If you chose 4 or 5 you have chosen High Long Term Orientation, if you choose 1 or 2 you have chosen Short Term Orientation. If you choose 3 it is neutral.**

# Cross Cultural Sensitivity

# Exercise 1

# Watch the first video and answer the following questions.

# Link: <https://www.youtube.com/watch?v=ALWwK7Vz4gY>

# 1. Does Stand-up meetings work for the Japanese? Why?

# 2. If you are in Germany can you afford to hit a car? How will this be different in France?

# 3. Personal space is something that many countries value. Mention one or two countries where proximity is not threatening?

# 4. Why should we be careful while buying gifts/flowers. Take examples from the video that you have just watched.

# 5. Cleaning up your plate can be dangerous too. Where?

# 6. India is a land of Diversity. There are cultural differences in India too. Mention one movie that shows this difference.

# Answer Guidelines:

# 1. Meeting Etiquette - Japan versus America (Japanese like time to contemplate on what is being discussed)

# 2. The French are more liberal when it comes to their cars.

# 3. Personal Space - Mexico and India

# 4. Gifts - In Italy chrysanthemum is used at funerals

# 5. Dining Etiquette - The English versus the Chinese. (in China)

# 6. Two States