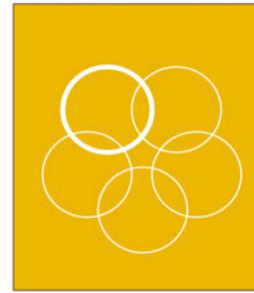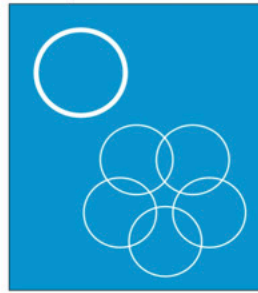## Independent

- Prefer taking action on one's own
- Expect to make certain decisions on one's own
- Derive identity from personal choices and achievements; reaching consensus is not critical for decision-making

Interdependent

- Place great importance on group harmony and cooperation
- Feel a sense of duty, obligation, and loyalty to ascribed groups
- Derive identity from group affiliation; consensus is important

Egalitarianism

- Minimize status differences; treat everyone much the same; Be flexible about roles and titles
- Be comfortable challenging the views of superiors
- Assume power and authority should be shared broadly among a group
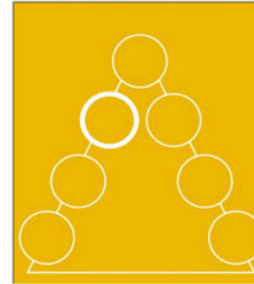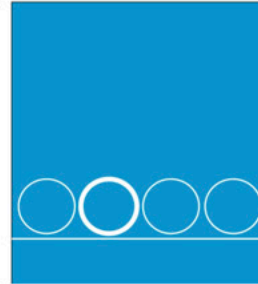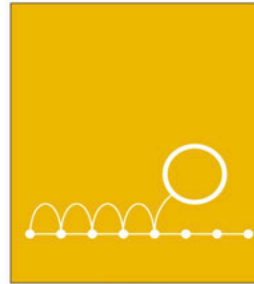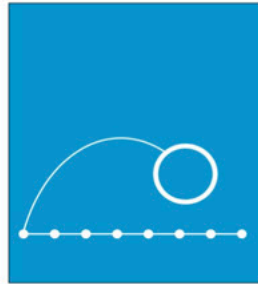
Status

- Respect status; don't generally challenge those in higher positions
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

Risk

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness

Certainty

- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

Direct

- Come to the point quickly
- Be forthright in asking questions in most settings
- Be comfortable making requests, giving direction, or disagreeing with others
- Give negative feedback directly
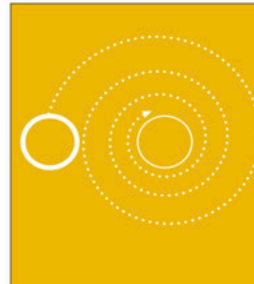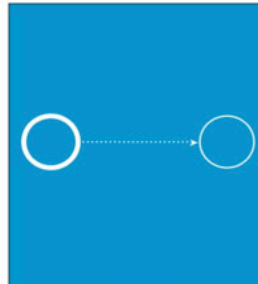
Indirect

- Spend time explaining the context before coming to the point
- Avoid asking questions in public settings
- Express disagreement in subtle ways
- Give negative feedback indirectly

Task

- Place high value on reaching goals and objectives on schedule
- Prioritize accomplishing tasks over maintaining relationships
- Focus on action, efficiency, and managing time
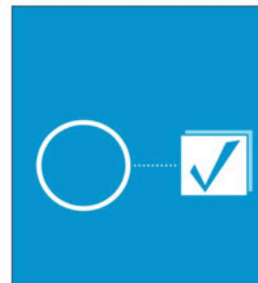
Relationship

- Emphasize relationship-building to develop trust and achieve good results
- Prioritize relationships over accomplishing tasks on time
- Efficiency is only achieved after relationships are developed