## **CULTURAL VALUES ORIENTATIONS**

1	Rules are more important than relationships, and should be applied evenly, regardless of who you are or what the situation is.	1	2	3	4	5	5 <i>6</i>	5 7	r Vite Sa	Relationships are more important than rules: rules should be adapted to fit the situation or relationship.
2	How I live reflects on me as an individual.	 1	2	3	4	5	6	, 5 7		How I live reflects on my family friends, and colleagues.
3	People should use words to say exactly what they mean, no matter who they are talking to or what the situation - don't beat around the bush.	1	2	3	-4	5	6	7		People should be indirect in their strong praise or criticism, using subtle words and references to convey the idea without causing loss of face.
4	People should deal with each other as equals, no matter what their sex, wealth, or social status.	. 1	2	3	4	5	6	7		People should treat some people with greater respect because of their status, based on wealth, sex, or social position.
5	Quality of life is more important than career success.	1	2	3	4	5	6	7		Career success is more important than quality of life.
6	Uncertainty is a normal feature of life and each day is accepted as it comes.	1	2	3	4	5	6	7		The uncertainty of life is felt as a continuous threat which must be fought.
7	I see time as limitless and schedules as flexible. It's not necessary to finish one thing before starting another.	1	2	3	4	5	6	7		People need to adjust to meet the demands of schedules and deadlines. It is best to work on one thing at a time.

Based on the work of

Hall, E.T. (1976). Beyond culture. Toronto, ON: Doubleday.

Hofstede, G. & Hofstede, G.J. (2005). Cultures and organizations: Software of the mind. Toronto, ON: McGraw-Hill. Trompenaars, F. & Hampden-Turner, C. (1998). Riding the waves of culture: Understanding global diversity in global business (2nd ed.). Toronto, ON: McGraw-Hill.



