

# Workplace Values and Norms

## Power Distance

Low Power Distance

High Power Distance

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| <ul style="list-style-type: none"> <li>■ It's okay to disagree with or question the boss.</li> <li>■ There is more interaction between the boss and workers.</li> <li>■ The boss is more democratic.</li> <li>■ Taking initiative is okay.</li> <li>■ The boss sees himself/herself as one of the group.</li> <li>■ Power is decentralized.</li> </ul> | <ul style="list-style-type: none"> <li>■ The worker does not question or disagree with the boss.</li> <li>■ There is less interaction between the boss and workers.</li> <li>■ Power is centralized and generally not shared.</li> <li>■ The boss does not reward initiative.</li> <li>■ The boss is more autocratic .</li> </ul> |
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## Uncertainty Avoidance

Low Uncertainty Avoidance

High Uncertainty Avoidance

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| <ul style="list-style-type: none"> <li>■ There is less emphasis on conformity.</li> <li>■ It's okay to bypass the chain of command if necessary.</li> <li>■ Conflict can't always be avoided.</li> <li>■ Taking risks is acceptable. Interactions are more informal.</li> <li>■ Differences are interesting.</li> <li>■ There is more emphasis on conforming.</li> </ul> | <ul style="list-style-type: none"> <li>■ It's never good to bypass the chain of command.</li> <li>■ Conflict must be avoided.</li> <li>■ Taking risks is not attractive. Interactions are more formal.</li> <li>■ Differences are uncomfortable.</li> </ul> |
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## Source of Status

Achieved Status

Ascribed Status

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| <ul style="list-style-type: none"> <li>■ You earn status through achievement, by what you've accomplished in life.</li> <li>■ You get ahead based on your merit.</li> <li>■ Status must be earned; it isn't automatic, and it can be lost.</li> </ul> | <ul style="list-style-type: none"> <li>■ Your status comes with your family name, wealth, and/or the groups you are affiliated with.</li> <li>■ Achievements are important, but you can have status without them.</li> </ul> |
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## Workplace Values and Norms (cont.)

### Concept of Work

#### Work as Part of Identity

- Work has value in and of itself.
- Your job is an important part of your identity.
- You live to work.
- Getting things done is inherently satisfying.

#### Work as Functional Necessity

- Work is the means to pay bills and meet financial obligations.
- Work may be satisfying, but doesn't have to be.
- Life is too short to revolve around one's work.
- Work is what you do, not who you are.

### Personal & Professional

#### Personal/Professional Separated

- Personal matters should not be brought to work. Personal/family obligations should be scheduled around work.
- Personal and professional lives should be kept separate.
- People don't understand if you have a family emergency.

#### Personal/Professional Intertwined

- It is impossible to separate personal matters from work.
- You may have to interrupt work to take care of personal business.
- Personal and professional lives inevitably overlap. People understand if you have a family emergency.

### Motivation

#### Professional Opportunity

- Professional opportunity and success are important motivators.
- People want to learn, get ahead, move up in their professions and have greater power, authority and responsibility.
- Job security is not as important as making more money and advancing in one's career.

#### Comfortable Work Environment

- People want to have a pleasant work setting and good relationships with co-workers.
- Job security is important, as well as a workplace that takes care of its employees.
- Having more time off for family is very motivating.
- More power and responsibility are not by themselves attractive, even if they mean more money.

## Workplace Values and Norms (cont.)

### The Key to Productivity

Results	Harmony
<ul style="list-style-type: none"> <li>■ Focusing on the task ensures success.</li> <li>■ People won't always get along, but you have to move forward anyway.</li> <li>■ Harmony is nice but results are what count.</li> <li>■ Getting results is ultimately more important than how you get them.</li> </ul>	<ul style="list-style-type: none"> <li>■ Working well with other people is the key to harmony.</li> <li>■ Harmony in the workplace will ensure eventual success.</li> <li>■ Results bought at the expense of harmony are too costly.</li> <li>■ How you get results is just as important as the results themselves.</li> </ul>

### The Ideal Worker

Technical Skills	People Skills
<ul style="list-style-type: none"> <li>■ What matters most in a worker is his/her technical qualifications: education, work experience and specific skills.</li> <li>■ "People" skills are important, but they don't contribute as much to the bottom line.</li> <li>■ Competence is the key to advancement.</li> </ul>	<ul style="list-style-type: none"> <li>■ What matters most in a worker is his/her ability to work well with others and not rock the boat.</li> <li>■ Experience and technical skills are important, but they don't contribute as much to the bottom line.</li> <li>■ Age and seniority are important for getting promoted.</li> </ul>

### Monochronic Time vs. Polychronic Time

Monochronic Time	Polychronic Time
<ul style="list-style-type: none"> <li>■ Sticking to the schedule is more important than completing the transaction.</li> <li>■ A meeting should proceed without digression and people should stick to the agenda.</li> <li>■ Deadlines should be respected.</li> <li>■ Having to wait for a scheduled appointment is an insult.</li> </ul>	<ul style="list-style-type: none"> <li>■ Flexibility is more important than sticking to the schedule.</li> <li>■ Distractions and digressions are inevitable, and therefore, an agenda is just a piece of paper.</li> <li>■ Deadlines should be viewed and followed as approximations.</li> <li>■ Having to wait for a scheduled appointment is normal.</li> </ul>