

Workplace Values and Norms

Power Distance

Low Power Distance

High Power Distance

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

Low Uncertainty Avoidance

High Uncertainty Avoidance

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

Achieved Status

Ascribed Status

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

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

Technical Skills

People Skills

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

Monochronic Time

Polychronic Time

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