

Cultural Mapping Inventory

based on the



Personal Report

Report for **Jane Doe**
Date of CMI February 1, 2021
Report version 2.0 (2/08/2021)



Knowledge
Workx

About the Cultural Mapping Inventory

Thank you for completing the Cultural Mapping inventory (CMi). We trust it will shed light on your personal cultural preference.

The CMi is a tool to analyze your personal and group cultural preferences. It is part of the KnowledgeWorkx Inter-Cultural Intelligence framework which was designed to equip you with a structured framework and a neutral language to better understand yourself and others. The CMi will assist you with powerful self-reflection, the ability to analyze intercultural situations accurately, and efficiently and insights on how to adjust your approach to enhance relational success. The report was designed with an 'inside-out' approach in mind. First focus on developing a new sense of awareness and personal discovery, and then use these insights to build more resonant relationships with people around you .

What is Inter-Cultural Intelligence and where does CMi fit in?

Inter-Cultural Intelligence (ICI) enables individuals to understand their personal cultural preferences and how this impacts their thinking, speaking, and acting. People who develop high levels of ICI have the agility to navigate in and out of diverse cultural contexts, and know how to create a resonant culture around them (the 3rd cultural space).

The ICI framework breaks down cultural behavioral preferences into 3 observable worldview drivers and 12 observable cultural dimensions. The CMi is used in the context of coaching and training; it will equip you to, on the fly, assess the cultural preferences of people around you. This gives you strong indicators of what is culturally important in the moment and shows you how to navigate these cultural preferences and adjust your behavior accordingly.



Self-Cultural Analysis

KnowledgeWorkx's cultural analysis tools (CMi and Three Colors of Worldview) are designed to help you figure out the answer to the question, "Who am I?"; and then, "Who is the person in front of me?" and "How can we create a cultural space together that will allow us to connect and to succeed in what we are intending to accomplish?"

It is equally important to acknowledge how these tools should not be used! They are not designed to plot nationalities, ethnicities, or racial subgroups. We strongly discourage stereotyping of people according to such predefined categories. The world is a global and intercultural complex place and mainstream national, ethnic, and racial stereotypes often do not describe the richness that is embedded in our personal cultural wiring.

Using the Dimensions

The Three Colors of Worldview and the Cultural Mapping inventory are powerful tools to discover someone's cultural preferences. Yet, we believe that cultural analysis is best done 'in the moment'. If I engage people with the premise that "Every person is culturally unique!", then I want to be an intercultural learner and need strong cultural acquisition skills to understand myself and others better. This will assist me to engage people more effectively and start building a 'third cultural space'.

Ultimately, we want you to become so familiar with the 12 Dimensions that they start to run like a secondary script in your head while you engage with people and groups, continuously challenging your mind to be an intercultural learner and using that energy to engage with more empathy and deeper understanding.

Successfully using the 12 Dimensions of Culture will result in powerful self and group contextual analysis, increasing your cultural agility, and broadening your repertoire of actions and reactions to the world around you. This allows you to thrive and succeed in our global, inter-culturally complex world.

Using the Dimensions

- 1 **Growth** Do you prefer to see your organization invest more in its people or in material things such as its infrastructure?
- 2 **Relationship** Do you see relationships as situational, where a friendship is restricted to a few parts of your life, or are relationships universal, where a formed relationship will extend to almost all areas of life?
- 3 **Outlook** Are you innovation-oriented, focused on plans and ideas as a measurement for success in the future or are you tradition-oriented, focusing on past achievements as a measurement for success and status?
- 4 **Destiny** Do you direct your destiny, trying to shape your circumstances so that they fit your goals, or are you more directed by the outside world, adapting to the circumstances, using them to reach certain goals?
- 5 **Context** Is your culture formal with a high context, where you need to know a lot of unwritten rules to become an insider, or is it an informal culture, with a low context, where how you behave does not matter as much, as long as it is meant sincerely?
- 6 **Connecting** Do you see people easily included in a group when they happen to be at the same place, or are appointments and discussions an exclusive thing for the people involved, and others should wait for their turn?
- 7 **Expression** Are feelings and emotions revealed and expressed freely and uninhibited (both verbal and non-verbal), or are they concealed and subdued, seeing the mastering of emotions as the correct thing to do?
- 8 **Decision Making** Do you prefer to work by the rules and bylaws when decisions are made, or is it more important to take into account the relationship between the people involved?
- 9 **Planning** Are you more time-oriented or people and event-oriented in relation to planning and scheduling your life?
- 10 **Communication** Do you communicate directly and openly, or is it more appropriate to use an indirect, or perhaps a third party form of communication?
- 11 **Accountability** Are you more individualistic, where you are primarily accountable to yourself, or are the opinions, growth, and direction of your community more important than your own?
- 12 **Status** Is status best ascribed to people due to their birth, class, particular college where they studied, or is it achieved by people through hard work, diligence and personal success?

Introduction

About the Cultural Mapping inventory	2
What is ICI and where does CMi fit in?	2
Self-Cultural Analysis	2
Using the Dimensions	2
The Cultural Mapping inventory Definitions	3
Content	4

Getting the most out of this report

Where does this report fit into your learning journey?	5
Foundational Principles for using CMi	5
Self-Coaching Questions	6
Questions to think through when you look at each Dimension	6

Your Cultural Mapping Inventory

Overview – Your Self-Culture Profile	7
<i>Detailed overview of each Dimension</i>	
1. Growth	8
2. Relationships	9
3. Outlook	10
4. Destiny	11
5. Context	12
6. Connecting	13
7. Expression	14
8. Decisions Making	15
9. Planning	16
10. Communication	17
11. Accountability	18
12. Status	19

Self-Culture Discovery

Insights and actions	20
What's Next	21
Further Learning Options	21

Where does this report fit in your Learning Journey?

KnowledgeWorkx's Personal Discovery Reports (both the Three Colors of Worldview Report and the Cultural Mapping inventory Report) are starting points on your journey of increasing your Cultural Agility, discovering who you are as a cultural being, how to quickly assess others' cultural preferences, and adjust your behavior to bring about more fruitful win-win interactions.

This report helps you understand what the 12 Dimensions of the Cultural Mapping inventory are and what your preferences are for each dimension. You will also find tips on how to develop cultural agility across each of the 12 Dimensions.

To stretch the learning journey, everyone who completes the CMi receives our 13-week email series unpacking practical application areas for each of the dimensions.

It is crucial to utilize the 12 Dimensions within the context of a learning journey either in the form of coaching or learning together with a group or team. Below are sample journeys KnowledgeWorkx offers:

CMi Report + Coaching

Coaching is an excellent way to improve your performance and develop your cultural agility. We combine coaching with eLearning to ensure that you are familiar with the theory before each coaching session. This enhances the impact and effectiveness of the sessions and increases the return on your investment.

CMi Report + Workshop

If your team wants to increase its Cultural Agility, attending a workshop together is a great way to do so and helps with getting everyone on the same page. KnowledgeWorkx offers both in-person and virtual workshops on all continents. We often combine a workshop with eLearning so knowledge transfer can happen before the workshop and the workshop time is used to practice, build skills and digest the learning. We highly recommend supporting team learning journeys with an online team learning platform to increase engagement and return on investment.

Foundational Principles for using CMi!

The Cultural Mapping inventory is designed to equip you to discover your personal cultural preferences. When you study your results and the report, keep the following in mind:

- Your preference on any of the dimensions is contextually influenced and can shift (context, roles, experiences, maturity).
- All 12 Dimensions and their polarities are equal in value.
- Every position on the continuum of a Dimension is equal. There is no preferred mix of cultural preferences.
- Being in the middle is, well, just being in the middle. We don't see being in the middle as balanced; it's just being in the middle.
- Your preference on any of the 12 Dimensions does not indicate Cultural Agility. Cultural Agility is the ability to understand and interact winsomely with people who are culturally different from you (stretching across a Dimension)
- You increase your Cultural Agility by increasing your ability to understand/empathize with and work well with people who have different preferences on the Dimension continuum .

Self-Coaching

Make a plan, set goals

As you read through the report, use the questions below and on page 20 to take notes and make a growth plan. Come up with two or three very practical things you are going to do as a result of what you've learned in your report. As part of your learning journey, document these two things, and commit to them. Don't make it complicated by committing to too many things, choose three at the most.

Set reminders and review progress

Set items in your calendar to review. You might, for example, commit to changing the way you delegate tasks or the approach you use to engage with a particular colleague due to a challenging relationship between you. When you commit to making a change like that, give yourself four weeks.

In your calendar, note your commitment and schedule a review for four weeks later. When you review it, ask yourself, "How am I doing? Have I made any progress? Did what I intended to do work? Do I need to adjust? Do I need to keep working at it, or has a change taken hold?"

In summary, you are making a commitment based on your worksheet on page 20, and you are going to review your progress four weeks later... then eight weeks later, twelve, etc. Typically, if you commit to, and review something for three months (it doesn't have to take a lot of time), you will start noticing progress.

Share your goals and your progress

Find someone with whom you can share what you've learned and the goals you are setting. If you are doing this in a team context, your teammates are natural candidates for sharing.

It's not easy to grow. It is easy to back out! Sharing helps hold you accountable to your commitment, so try to find somebody to talk to about this. As well as making a commitment on paper (on your worksheet, or in your calendar or journal), make a verbal commitment to someone that you trust and respect (and with whom you know your commitments will be safe). That verbal commitment makes a huge difference.

Questions to think through when you look at each of the 12 Dimensions

Read the descriptors for the dimension and the list of behaviors related to each polarity. Then read your own score and think through the following questions. (Use the notes space on each page.)

- 1 Do I recognize myself in the results?
- 2 Is my preference point the same in all spheres of my life? How much do I adjust?
- 3 Do I (subconsciously) believe one pole is better than the other for this dimension? Why?
- 4 Do I recognize colleagues/friends who have a different preference for this dimension?
- 5 What can I do to stretch to the other side of the dimension?

Stretching to the other side of the dimension doesn't mean changing your values or cultural preference. It means modifying your behavior, so the other person feels valued and heard and your interactions are more productive.

- a) What behaviors do I need to incorporate?
- b) How would I modify my communication?
- c) What can I do to practise?
- 6 What is easy and what is difficult in stretching to either side of the poles.
- 7 If I am in the middle of a polarity, how do I navigate my choices with the people around me?
If I sometimes choose the left and sometimes choose the right side of this dimension, how does this impact other people around me?
- 8 If I am in the middle, what happens to me under pressure? Which direction do I tend to move in?



Self-Culture Profile at Work: Jane Doe

The Self-Culture Profile visualizes your personal cultural preferences on the 12 Dimensions of Culture.

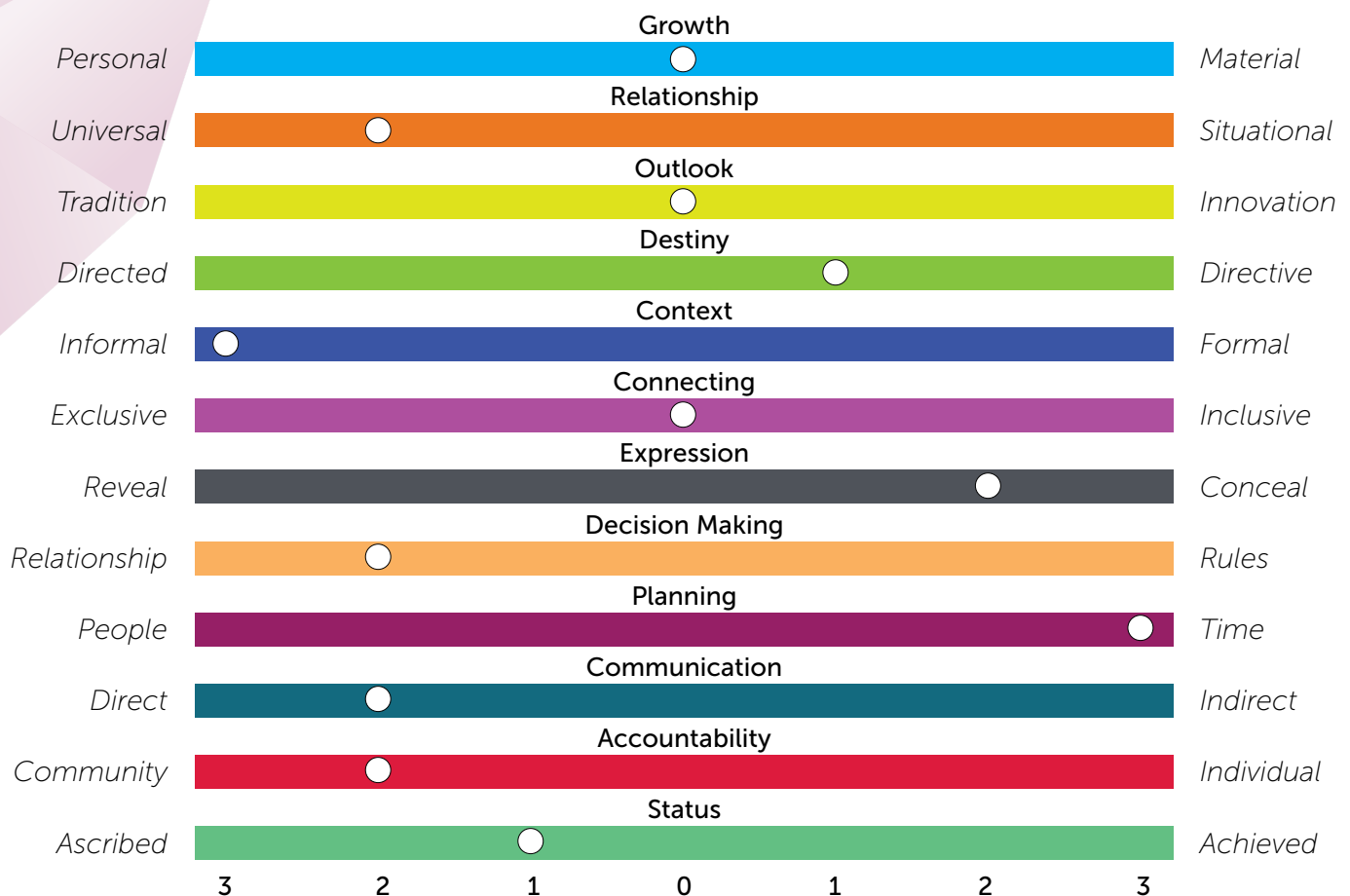
In the middle above the colored bar, you will find the name of the Dimension; and on the left and right of the colored bar, you will find the names of the polarities. Although we use the term polarities, they represent continua, and your personal cultural preferences can land on one of 7 preference points along the continua. Please keep the 'Foundational Principles for using the CMI' in mind as you start to familiarize yourself with your preferences.

The white dot represents your personal preference. This chart depicts your personal cultural style in your work environment.

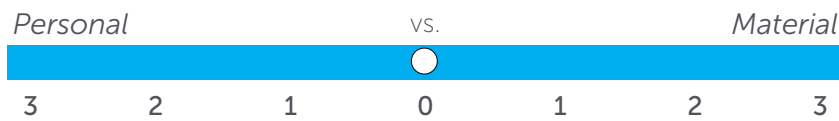
Keep in mind that no place on the map is better than the others. It is not about being on the left, the right or the middle. Your dot is simply an expression of where your preferences are right now. Our focus should be on increasing our agility, our ability to work well with someone who has a different cultural preference.

The next section will dive deeper into each of those dimensions and where you stand on them.

Your Personal Cultural Preferences



1. Growth



(The white circle shows your preference on the continuum.)



If you were given 100,000 USD to invest in your company or organization what would you spend it on? Would you invest more in people, (training, a retreat, creating ways for people to connect) or in the 'material' side of the organization (infrastructure, systems processes, and hardware)?

Research has shown that some cultures tend to be more people-oriented and other cultures tend to be more systems and processes-focused. This dimension has a lot of influence on the allocation of resources in a company and the underlying cultural assumptions and values that drive these decisions.

It is crucial to recognize the need for diversity on teams in this dimension to ensure that both the people and the material side of growth are given the required attention in budget and resource allocation.

Your Preference:

Being in the middle between Material & People-oriented, you may have learned to appreciate, agree with and incorporate both a People-oriented and a Material-oriented approach for the development of the organization. This is based on evaluating each situation and then incorporating an approach that will best meet the need for growth. This can sometimes mean that people find it hard to read you and it might even be confusing for those around you. You may need to communicate more clearly on the 'why' of those choices.

A **people-oriented** style means people tend to:

- Place a greater emphasis on the impact of people.
- Tend to invest resources into the "soft-side" of an organization rather than infrastructure, systems, or policy.
- Key issue is the impact of decisions on a team, relationships and beneficiaries or clients.
- Tends to put material-oriented tasks/projects low on the priority list.

A **material-oriented** style means people tend to:

- Invest money into buildings, IT or HR systems and policies first.
- More concerned about tasks related to how things work and what can be done to standardize.
- Key issue is the impact of decisions on efficiency and productivity.
- Place a greater emphasis on tasks, systems and infrastructure, and put people related investments lower on the priority list.

Interacting with a person with a greater **material orientation** than me:

- Remember that the key issue is improved systems, tasks, and structures.
- Expect them to spend more funds and resources on infrastructure and systems.
- Likely to talk about the impact on efficiency, productivity gains and outputs before talking about people.
- Expect to be asked about outcomes.
- Gives a higher priority to process and system-oriented tasks and will allocate budget to improvements in these areas first.

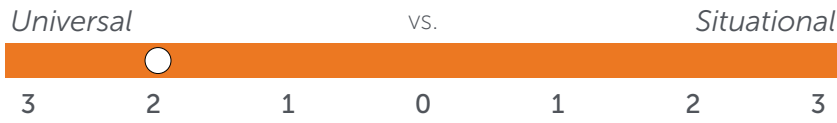
Interacting with a person with a greater **people orientation** than me:

- Remember that the key issue is the impact on people.
- Will spend a greater share of funds and time on projects that benefit staff growth development and well-being.
- Might appoint additional staff rather than improve processes.
- Likely to talk about the need to improve collaboration, communication and people-oriented competencies and skills before talking about improvements in infrastructure, policies, or systems.
- Be ready to explain how your desired direction will impact staff.

Your notes on Growth:



2. Relationships



(The white circle shows your preference on the continuum.)



How do people view relationships? what is important, how are they formed and what boundaries are defining the relationship?

A situational view of relationships assumes the reason we relate is because a job or task needs to be done. This can result in strong working relationships, but it is not likely that they 'spill over' into other spheres of life. People who see relationships from a situational perspective generally see the extent of the relationship defined by the place or situation in which it was formed.

People who are universal in their view believe relationships do not have place or task-related boundaries. They make a commitment to you as a person not just as a colleague or neighbor. Once a relationship has been established at work, they might invite you home, for a meal with their friends, etc. Relationships are normally transferred seamlessly from one sphere of life to another without difficulty. They also believe that investing time in strengthening work relationships outside of working hours is essential.

Your Preference:

With an intermediate preference towards Universal Relationships, you take time to establish relationships, but once you let somebody into your immediate circle, they become part of all spheres of your life. As a result, some of your work colleagues may have become part of your circle of friends, and you socialize with them outside the work environment. However, you do understand that this is not always possible and accept that some friendships are bound to "work-only". You may also be inclined to extend respect and the authority of superiors to other spheres of life (e.g. social, sport, religious spheres).

Your notes on Relationships:



A **situational style** means people tend to:

- Have a sense of private space and tend to keep their personal and professional lives separate.
- Like to get to know their co-workers and colleagues quickly but typically will keep 'getting to know' to essential details that allows them to 'get the job done'.
- Be reluctant to participate in social activities outside of work hours.
- Will be hesitant to invite colleagues into their homes or talk about private issues at work.

A **universal style** means people tend to:

- Desire to see relationships with colleagues 'spill over' into other spheres of life. (Colleagues are more than just colleagues.)
- Might be more cautious in the beginning to commit to developing a strong relationship.
- Social activities with colleagues at work or outside of work are an essential part of getting to know each other and developing 'the team'.
- Will invite people into homes and have personal friendships with co-workers.

Interacting with a person with a more **universal style** than mine:

- Talking more openly about family and personal issues is part of developing strong relationships.
- Budget time to 'get to know' to establish stronger relationships (especially at the beginning of the journey).
- Don't be surprised if they suggest family members or friends for positions in the group.
- Strong relationships are essential to work together effectively, and competence might not be good enough.
- Be careful in accountability and watch boundary management (disclosure of confidential information).

Interacting with a person with a more **situational style** than mine:

- They might maintain a sense of personal distance.
- Private and business agendas are kept separate.
- Conflicts of interest (like hiring your friends or family) are frowned upon.
- Places a high priority on competence and strong relationships are not always essential to work together.
- Talking about personal or family issues is unlikely to be seen as positive.

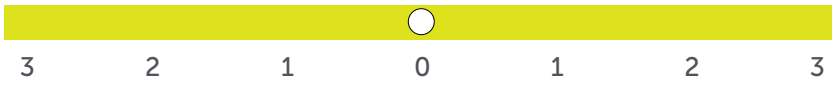
3. Outlook



Tradition

vs.

Innovation



(The white circle shows your preference on the continuum.)



This dimension articulates how people look at and attempt to shape their future. Where do you stand when you look to your future?

Are you standing in the past, the present, or tomorrow? Or maybe a combination of these three? It is crucial to recognize that both Tradition-oriented Outlook and Innovation-oriented Outlook are looking into the future, but what is important for them as they consider future steps is radically different. A Tradition-oriented Outlook does that by carefully crafting the future in the light of the past, tradition, and heritage. An Innovation-oriented Outlook preference will pursue the future from the 'here and now' or will even by only pursuing it from a 'tomorrow' perspective.

Your Preference:

Being in the middle between Tradition- and Innovation-oriented Outlook result in a situational approach to applying this dimension. You understand and appreciate both sides of the polarity well. This selective approach can sometimes mean that people find it hard to read you, and it might even be confusing for those around you. This requires you to invest more energy into making your choices and to communicate the 'why' of those choices more clearly.

Past-focused people tend to:

- Talk about history of family, business, or nation.
- Show respect for previous leaders, ancestors, and older people.
- It is important to study and keep in account the lessons from the past.
- Everything is reflected on from a historical perspective.
- Typically maintains a long-term perspective.
- Loyalty to faithful (past) contributors is important.

Future-focused people tend to:

- Focus on what we can achieve today and tomorrow (prospects, potential and future opportunities).
- Do not prioritize investing time in learning historical lessons.
- Reflecting on the issue at hand typically only includes the 'now' and the future.
- Loyalty is connected to 'what you bring to the table' today and tomorrow.
- Typically maintain a short to mid-term perspective.

Interacting with a person who is more innovation-oriented than me:

- Emphasize the (future) opportunities and potential as well as the history
- Do your homework on the future; the prospects; the technological potential for a decision.
- In change processes allow scope for new ideas that have never been done in your context.
- Recognize that change is not necessarily a negative thing. Bring forward the best of the past.
- Find creative ways to add past perspective to the enthusiasm for the future.

Interacting with a person who is more tradition-oriented than me:

- When you talk about potential opportunities, present them in the light of past achievements (or failures).
- Ensure that the great things achieved in the past are considered when proposing or implementing change.
- Try to avoid appearing to throw everything away and to start again – learn from the past.
- Intentionally show knowledge of and recognize people/events with historical significance in the organization.

Your notes on Outlook:



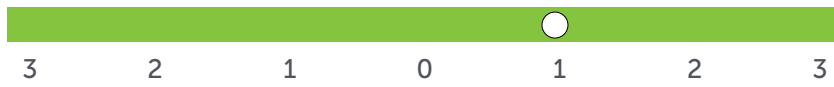
4. Destiny



Directed

vs.

Directive



(The white circle shows your preference on the continuum.)



Who is in control? – Is my destiny in control of me, or am I in control of my destiny?

If I am Directive Destiny-oriented, I believe I am in charge of my destiny and I want to find ways for my voice to be heard, tend to be assertive, and maybe even a little bit aggressive. I want to forge my future and believe that I can influence my context to shape my destiny. I want to make sure that my ideas and thoughts are heard and try to speak up at every opportunity I get.

If I am more Directed Destiny-oriented, my focus will be on faithfully completing my task to the best of my ability. I recognize that I am part of a larger picture and that it is important to do my part well. There is more recognition of hierarchy and chain of command and as such it is crucial to allow people who are higher up in the hierarchy to be the source of ideas and the distribution of tasks. It is also important to not stray too far from the tasks given but wait till you get the green light to pursue further assignments.

Your Preference:

Your mild preference for Directive Destiny indicates you believe you have a sufficient amount of control over your destiny. In most situations you pursue your destiny based on your own vision and preferences and would like to have the opportunity to voice those to people around you. At the same time, you have also discovered that there are situations where your destiny is controlled by factors beyond your control. You understand and appreciate people who have a more Directed Destiny approach and sometimes adopt a more Directed Destiny approach yourself.

Your notes on Destiny:



A **directed style** means people tend to:

- See themselves as guided and believe that others are in control.
- Can be more passive about forging a future.
- Will typically wait for orders/instructions by a higher authority.
- Could find it challenging to be asked to become part of the solution finding process.
- Once a task is given; can be very productive and committed to the task.

A **directive style** means people tend to:

- Believe that they are in control of and create their destiny and can forge their future.
- Be more aggressive and competitive and over emphasize results.
- Could tend to pursue 'winning at all costs'.
- Believes that motivation is higher if they have a choice or a say in the how and what of the task.
- Can be strongly individualistic.

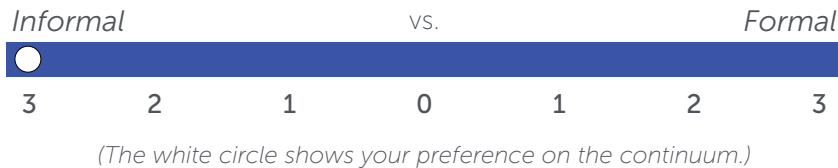
Interacting with a person with a more **directive style** than mine:

- Expect a greater emphasis on potential achievements.
- Will want room for their voice to be heard and a sense that they had a say in how they want to pursue results.
- Tend to make independent decisions and expect others to do the same.
- Will respond better to individual systems of performance and recognition.
- Use coaching to create room for individual expression and articulation of future plans.

Interacting with a person with a more **directed style** than mine:

- Developing trust between the leader and the subordinate is key to nurture loyalty and high performance.
- Anonymous and indirect ways might work better to get insights from the person.
- Allow space for people to gain a vision of the future.
- Be patient and create time to make decisions.
- Best to use team performance and motivation to encourage people to achieve goals.

5. Context



The Context Dimension is addressing the issue of rules and protocols. How many rules (official and unofficial) are there to the way we communicate, meet, make decisions, handle conflict, reward people, etc.?

The first thing that often comes to mind when we discuss this dimension is dress-code and external protocols, but that is just the surface of the Context Dimension.

If rules are unwritten, it takes more time to discover and adjust to them, unless you have a 'local guide' who helps you understand 'how things work around here'.

Challenging situations linked to the Context Dimension do not just occur between the opposite sides of the polarity. What do you do if two people with a Formal orientation to Context have a different perspective on what is formally appropriate? Both might accuse one another of being impolite or too informal.

Your Preference:

Your strong Informal Context orientation values an open environment where rules related to protocol are not hindering the free development of key relationships. Written and unwritten rules related to how you should dress, how to connect, or how to approach someone may not be that important to you. As a result, you may be less aware of the subtle protocols that exist in the environment around you. You tend to be casual and informal, valuing differences more than conformity. It might be a challenge to work with people who have a strong formal context orientation. You might see them as rigid and their protocols as a hindrance to moving things forward.

Your notes on Context:



A **formal style** means people tend to:

- Dress and address people formally.
- Use titles Mr, Mrs and Dr and lead with surname.
- Strong sense of protocol and respect – there is a prescribed way to approach people and address issues.
- Rules govern what steps need to be taken for people to approach or speak to one another. Rules also govern who can speak to who.

An **informal style** means people tend to:

- Address each other and dress informally.
- Rarely use titles – Mr, Mrs or Dr.
- Few protocols typically mean anyone can talk to anyone.
- Connections tend to be informally developed.
- Less clearly defined rules of status.

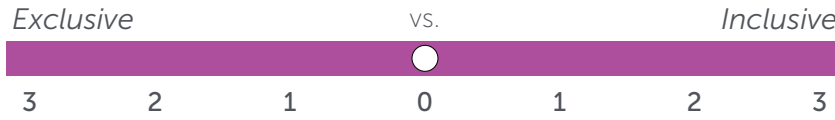
Interacting with a person with a more **informal style** than mine:

- Do not be surprised if you are informally invited to be part of meetings or discussions
- Use of titles is rare and can be seen as negative. You can use first name only to address people.
- Do not be insulted as a senior person if someone does not use titles or addresses a senior informally ("Can I ask you a question Dave?").
- Be prepared for more free flowing conversations and voicing of opinions in meetings.
- Less conscious of status so may need to be reminded of this if important in (inter)cultural setting.

Interacting with a person with a more **formal style** than mine:

- You need to agree on the appropriate protocols before you engage.
- Invitations to be involved in meetings or functions will probably need to be formal.
- Be careful using "Hi Dave" – might need to use titles (ask before you write or meet).
- More care is needed on issues of status and required protocol.
- More senior a person the greater the level of respect.
- Might find reluctant to talk in front of senior colleagues.

6. Connecting



(The white circle shows your preference on the continuum.)



This dimension articulates how and with whom we share information, and who can be part of a conversation and why.

People with an Inclusive Connecting style share information more freely and allow people to be part of conversations even if they might not need to be. They feel that it is more important that someone is included, than being left out of the group. Often information is volunteered to 'get a better picture of the situation' and to strengthen relationships.

People with an Exclusive style of Connecting are more cautious about who can be part of a conversation and expect the other person to have sound judgment and know when they can be part and when not. If you walk up to a face-to-face conversation in an Exclusive Connecting setting, it would be considered appropriate to wait at an appropriate distance until the other people finish their conversation and acknowledge you.

Your Preference:

Being in the middle between Inclusive & Exclusive-oriented - depending on the situation, you tend to adapt to being inclusive or exclusive. You can work within an environment where a larger group of people is included, but also feel comfortable working on a "need to know" basis. Similarly, you may also feel equally comfortable with selective sharing of information or making information available to the larger group. Your ability to stretch into both directions will require careful strategizing and communicating with people around you to avoid challenges between inclusive and exclusive-oriented relationships.

Your notes on Connecting:

An **exclusive style** means people tend to:

- Define people by what they do.
- Share information on a need to know basis.
- Strong sense of privacy and strict separation.
- Conversations might stop if a person who is not involved in the project joins the meeting.
- To join a meeting, you wait till the conversation pauses and the people acknowledge you and invite you into the meeting.

An **inclusive style** means people tend to:

- Define people by who they are.
- Comfortable with free-flowing communication and sharing information even if people are not directly involved in issues.
- The boundary between confidential and public information is not always clear.
- Conversations might continue even if a non-project member joins.
- Joining a meeting is more a fluid process and it is appropriate to approach without waiting outside the circle.

Interacting with a person with a more **inclusive style** than mine:

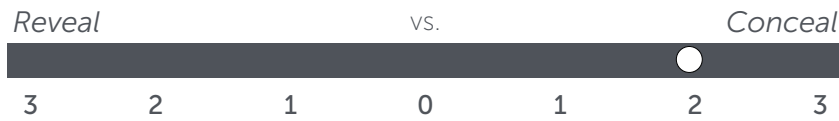
- Learn to navigate situations where other people "affected" by a decision want to participate even if they are not on the team or part of the project.
- They will tend to share information with a wider range of people than you might be comfortable with.
- Decision making processes could take longer because more people are involved in the process.
- If an issue or piece of information is confidential you will need to be very clear.

Interacting with a person with a more **exclusive style** than mine:

- Do not be insulted if you are asked to wait until later.
- Learn to wait your turn and be more comfortable with one conversation at a time.
- Do not take it personally if people appear secretive and reluctant to talk about issues if you are not part of the (project) team or 'cleared to know'.
- Be ready for more segmentation in how communication is handled. This can result in feeling that you have not been consulted.



7. Expression



(The white circle shows your preference on the continuum.)



The Dimension of Expression should not be confused with the Dimension of Connecting. Expression is about showing or not showing emotions and feelings.

Somebody with a concealing expression style will probably believe that showing feelings and emotions in the workplace is inappropriate or even unprofessional. If a person with a Concealing expression style wants to show emotions or feelings, they are normally very calculated and have an express purpose.

People with a revealing expression style will freely show emotions and feelings and will think that this allows open communication between people. People with a revealing expression style also rely more on the emotional feedback of others to shape and give direction to the conversation and might feel 'lost' in an environment that is more concealing.

Your Preference:

Your intermediate preference for Concealed Expression is likely causing you to be careful with revealing emotions. You believe that revealing emotions is only done under unique circumstances, especially in professional environments. When there is a need to express your emotions, you do it in a subtle and controlled way. At the same time, you understand why some people choose a more revealing way of engaging in a conversation. Despite your ability to understand, you find it hard to stretch into a more revealing style.



Your notes on Expression:

A **revealing style** means people tend to:

- Communicate verbally and non-verbally.
- Emotions flow easily and without inhibition.
- Strong facial expressions are common.
- Use touch more frequently and see it as an integral part of communication.
- Communication tends to be more colorful and fluid.
- Perceive a concealing context as cold with lack of relational warmth.

A **concealing style** means people tend to:

- Not reveal what they are feeling.
- Admire being composed and in control (seen as a sign of professionalism).
- Not see touch as an integral part of communication.
- Believe that strong facial expressions are considered inappropriate.
- Perceive a revealing context as dramatic and unprofessional.

Interacting with a person with a more **concealing style** than mine:

- Find ways to defer or delay addressing issues, defer or delay decisions if you are not clear about where people stand or if you do not have a clear sense of the emotions in the room.
- Find ways to understand where people are emotionally, in more indirect/discreet ways.
- Their lack of emotional expression is not a sign of disinterest or boredom.
- Practise being more composed in your expression of emotion.
- Look closely for clues that indicate emotional expression and acknowledge them in an affirming manner.

Interacting with a person with a more **revealing style** than mine:

- Do not be put off if others create a scene. Take time out for reflection.
- Their enthusiasm does not mean that they have made up their mind – they want to discuss and use the discussion to clarify.
- Try to adjust your style to avoid appearing too distant and detached.
- Make sure to check in with a trusted 'reveal-oriented' person to see if what you perceive as an escalation is worth pursuing or if they were just discussing in a lively manner. Be ready to 'forget and move on'.
- Tolerate high levels of emotion without getting too intimidated or making it personal.

8. Decision Making



Relationship

vs.

Rules

3 2 1 0 1 2 3

(The white circle shows your preference on the continuum.)



The Decision-making Dimension focuses on the way rules and relationships are shaping our day-to-day decision-making. People who are rules-focused tend to keep rules no matter what and might even put a relationship at risk because 'the policy says so'. In this context, the assumption is that it is better to implement the rules even if the person impacted is unhappy about it. People who are relationship-focused in their decision-making try to keep relationships as healthy as possible and see rules, policies, or procedures as subservient to the relationship. This means that they might take liberties in how they apply the rules, and in some cases, the rules might be tweaked or temporarily suspended. When both Rules and Relationship-oriented people are part of the same team or organization, it can lead to challenging situations. The former can come across as hard and uncaring and the latter can come across as capricious.

Your Preference:

Your intermediate orientation toward Relationship-based Decision Making will cause you to choose relationships over following the rules. Healthy and profitable relationships are more important to you than the universal application of a rule. As a result, you tend to be comfortable with exceptions to the rules. Rules have their place, but should not be enforced for the sake of rules alone. At the same time, you have also learned to appreciate that a more Rules-based approach might sometimes be needed. Despite your appreciation for Rules-based Decision Making you will likely find it challenging to stretch to the other side of the dimension.

Your notes on Decision Making:



A **rules focus** means people tend towards:

- Rules over relationships; policies over people. Rules will remain, but relationships come and go...
- Relationships prosper if the rules on how to relate to one another are captured in a binding document (MOU, NDA, contract, etc.)
- Legal contracts are final and cover all aspects of the intended relationship.
- A trustworthy person is one who sticks to the contract.

A **relationship focus** means people tend towards:

- Relationships over rules.
- Signing a contract is the start of a relationship. The way the relationship proceeds is dependent on what becomes more or less important along the way.
- Contracts are "on the way to something better"; modifications are expected.
- A trustworthy person is one who is committed to the relationship with flexibility and willingness to make changes according to the circumstances.

Interacting with a person who is more **relationship-oriented** than me:

- Create time 'get to know each other' and do not see it as unprofessional or infringing on your privacy.
- Don't address difficult issues publicly but deal with issues informally and privately.
- Seek equity and fairness within the unique context of the relationship.
- Be prepared to accept and incorporate things that seem irrelevant to the core issue at hand.
- Carefully consider other factors to see whether an exception might be in order.

Interacting with a person who is more **rules-oriented** than me:

- Do not take the impersonal – "get down to business" – attitudes as rude.
- Expect the other party to see the agreed rules, policy, contract as a document that captures the boundaries of the agreement.
- Seek consistency, equity and fairness by treating all cases the same way.
- Be careful about why exceptions are being created.
- If you expect the need for future flexibility try and anticipate and incorporate them in the decisions made today.

9. Planning



People

vs.

Time



(The white circle shows your preference on the continuum.)



"In planning your day, how much time do you schedule and how much time do you leave open for the unexpected?"

A person with a time-oriented planning style might answer: "I schedule as much as I can!" On the other hand, people-oriented planners might not schedule a single meeting and only have a list in their head of things to do and people to meet.

Time-oriented planners will plan their day in advance and expect their day to run smoothly, without interruptions. If the number of interruptions goes up, so does their level of frustration. They usually sense that time is limited, time is money and time is spent.

People-oriented planners find it easier to be flexible with time, like when meetings start late or run over. They are also more flexible with 'walk-ins', 'seizing the opportunity' and handling the unexpected. They usually treat time as available in abundance.

Both can be equally effective in getting things done!

Your Preference:

With a strong preference for Time-oriented planning you tend to emphasize timely schedules rather than free-flowing days. You may believe that giving people a scheduled amount of time and giving them your full attention during this time period is the best way to treat them fairly. As a result, you might find it challenging to deal with interruptions and distractions. You tend to believe that a successful working day is best structured around a series of well planned and executed meetings. You might view people who don't schedule as unprofessional, and as such you might find it a challenge to work with people who are on the opposite side of this dimension.

Your notes on Planning:

A **people-focused** style means people tend to:

- Do more than one activity at a time and see interruptions as normal.
- Appointments are approximate and subject to giving time to significant others.
- Schedules are subordinate to relationships and opportune moments that come along.
- Success is created by leveraging opportunities to connect and making things happen in the moment.

A **time-focused** style means people tend to:

- Do only one activity at a time.
- Keep appointments strictly and find interruptions and delays frustrating.
- Time is tangible and measurable – time is money.
- Success is created by thinking ahead and ensuring that the moment scheduled with somebody is leveraged for all its worth.

Interacting with a person who is more **time-focused** than me:

- Acknowledge that clear goals need to be reached within a certain time frame and by following the most direct, and efficient route.
- Accept that sometimes beginnings and ends cannot be moved around.
- Tell others if there is a delay or start the meeting by explaining that you cannot run over.
- Be realistic about what can be done or not done in a given time frame.
- Expect that only a certain amount of time is entrusted to us to get the job done.

Interacting with a person who is more **people-focused** than me:

- Appreciate that a good day is a day where opportunities were seized, and relationships have been improved.
- If meetings are important and the conversation goes in a good direction, be prepared for the meeting to run over.
- Accept that there will be times when people will be late or even miss appointments – if important, say so.
- Be ready for schedule changes (like when important people drop by) and have 'backup' work to fill gaps in your schedule.
- Allow flexibility in the schedule for the unexpected and for 'grabbing opportunities'.

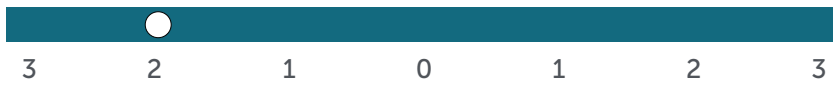
10. Communication



Direct

vs.

Indirect



(The white circle shows your preference on the continuum.)



In the Dimension of Communication, we explore our comfort level with a direct versus indirect communication style.

A typical saying for a direct communication style person would be: "I say what I mean, and I mean what I say". Many times, they believe that they have to say what is on their mind and state the facts and they see that as an expression of "being true to yourself".

In an indirect communication environment, respecting and honoring people can be linked to the way communication is handled. The highest good is not "saying what I mean and meaning what I say", but more "keeping the honor of the other person intact" while delivering the message. This might be done through third person communication or by using an example; or a story that describes the same situation. It is done in such a way that the other understands the meaning, applies it to their current situation and draws the proper conclusions.

Your Preference:

Your intermediate Direct Communication preference seems to indicate that you value an environment where people "say what they mean and mean what they say". You likely see Direct Communication as efficient and productive. You probably believe that when it comes to communication a clear and explicit question or answer is better than 'beating around the bush'. At the same time, you understand people who have a more Indirect Communication style. Despite your understanding of Indirect Communication you might find it challenging to stretch into their side of the Communication polarity. You might sometimes get frustrated when working with people who have a strong Indirect Communication approach.

Your notes on Communication:



A **direct style** means people tend to:

- See it as not being true to themselves (maybe even as hypocritical) if they don't speak what is on their heart and mind.
- Openly confront issues.
- Believe that 'mean what you say, say what you mean' is more efficient and better for all involved.
- Say things clearly with little room for interpretation.
- If a question is asked you answer the question.

An **indirect style** means people tend to:

- Have a strong desire to serve the relationship through their words and communication.
- Focus not just on what is said but also on how it is said.
- Try to address difficult or contentious issues in an indirect way.
- Express concerns tactfully.
- Express views and opinions diplomatically.
- Count on their listener to interpret meaning - 'read between the lines'.

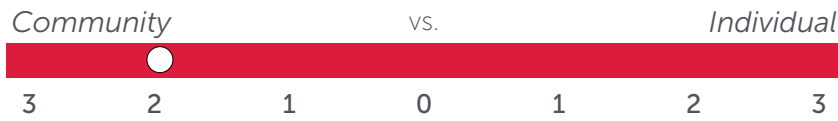
Interacting with a person with a more **indirect style** than me:

- Be mindful of how you say things as well as what you say. Be more tactful than usual.
- Learn to illustrate with and interpret sayings, stories, illustrations and parables.
- Trust grows when your priority is to use words and communication to develop relationships.
- Pay attention to what is not said and watch for non-verbal clues.
- Be careful and tactful when raising difficult topics.
- Do not jump straight to the point. Learn to scaffold your conversation with perspective and context creation.

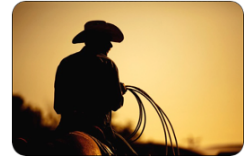
Interacting with a person with a more **direct style** than me:

- Try to "say what you mean" and get straight to the point.
- When asking a question; assess if you are ready to receive the answer.
- Expect some conflicts to be dealt with more openly than you are used to.
- Trust grows when you 'don't beat around the bush'.
- When a question is asked the expectation is that you speak what is in your heart and mind.

11. Accountability



(The white circle shows your preference on the continuum.)



Individual Accountability-oriented people feel accountable to themselves for what they have learned and gathered over the years and how they use that in the world around them. Their way of looking at 'being a good team-player' is for everybody to contribute what is inside of them so that the team will benefit the most. They find it easy to give their opinion in group discussions, have no problem with objecting to somebody's opinion, and enjoy constructive brainstorming sessions.

Community Accountability-oriented people tend to place higher value on the opinions, ideas, objections, thoughts, knowledge of the group or community they belong to than on their own. They are more cautious in sharing in a group setting and will only voice opinions and ideas which are endorsed by their community. They will want their community to verify that what they are about to share is endorsed by them. The community can be defined along tribal lines, caste, level of education, social status, family name, etc.

Your Preference:

Your intermediate Community Accountability orientation is an indication that your identity is connected to the group or community you belong to (family, organization, team, country etc.). In your public behavior and opinions, you feel a representative of this group and accountable to them. As a result, you tend to align your ideas and thoughts with the overall opinion of your community. If you are asked questions or your opinion when you are not sure if your answer is endorsed by your community, you try to deflect and 'buy time' to answer the question. You understand that voicing your own opinion and thoughts without endorsement from your community might sometimes be required. Nevertheless, you find it hard to stretch into that side of the polarity.

Your notes on Accountability:



A **community-oriented style** means people tend to:

- Act co-operatively and establish team goals; Use "we" talk, and emphasize inter-dependency.
- Make decisions as a group.
- Rewards are focused on collective success.
- When an opinion is asked the answer has to be endorsed by the group or community.
- Put the team or group before the individual, relationships before tasks, personal ambitions before the group goals.

An **individual-oriented style** means people tend to:

- Take individual initiative; Use "I" talk; and emphasize independence.
- Good team players talk about their experience and share their opinions and ideas freely.
- Rewards are focused on individual success.
- Make decisions individually, open about views and opinions.
- Put individuals before the team, tasks before relationships.

Interacting with a person who is more **individual-focused** than me:

- Try to show more independence and display your individual resourcefulness. Take initiative.
- When asked a question or asked to make a decision, be prepared to do it on the spot or give a clear reason why you need more time and by when you have an answer.
- Showing personal initiative is a sign of status and achievement.
- Create room for individual expression and voicing of ideas.

Interacting with a person who is more **community-focused** than me:

- Consider group goals and performance as well as individual goals.
- Will feel awkward if they are singled out within the group; team performance and recognition is likely to work better.
- When asked a question or to share your opinion slow it down and consider the impact of your answer in relation to the group or community.
- Having people around you is a sign of status, achievement and belonging.
- Give time to consult and don't demand an answer on the spot.

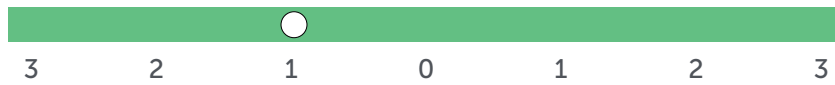
12. Status



Ascribed

vs.

Achieved



(The white circle shows your preference on the continuum.)



The Status dimensions asks the question: "Do I achieve my status or is it ascribed to me?"

If I am more Achieved Status-oriented, I will assume that hard work and investment into my career, my job, or the company I work for will eventually be noticed and rewarded. If I am more Ascribed Status-oriented, I believe Status is acquired through years of service in the company, my level of education, my family name, the connections I have in the organization, my caste, etc.

It is crucial to recognize that Ascribed Status cultures have many mechanisms to prove yourself worthy of the Status that was Ascribed to you. The person who has been ascribed into a position of status will typically be honor bound to also prove to the society or organization that they are worthy of the appointment.

Your Preference:

Your mild preference for Ascribed Status indicates that it is important for you to connect Status (reward, recognition and promotion) to important things like, nationality, family or tribal background, graduation from the 'right' university, level of education, or years of service in the organization. You recognize that Status can also be arrived at through hard work and recognition for accomplishments and have learned to stretch into this side of the polarity from time to time. You respect leaders who, once appointed, also use their privilege to develop their abilities and leverage their position to have a positive impact in the world around them. People who have received status, position or authority, should be respected and collaboration with them and leveraging their connections is a crucial skill.

Your notes on Status:



An **ascribed style** means people tend to:

- Have strong guidelines for appropriate behaviour based on role and rank.
- Show respect and do not challenge those in power.
- Sometimes corporate hierarchy and position could be trumped by societal/cultural hierarchy that people bring into the organization.
- Expect higher rank to be connected to who you are and not always levels of competence.

An **achieved style** means people tend to:

- Connect status to what you achieve.
- Be self-directed and achievement-focused.
- Have flexibility in their roles (managers will sometimes "get their hands dirty").
- Expect to have the freedom to challenge the opinion of those in power.
- Expect higher rank to go hand in hand with higher levels of competence and achievement.

Interacting with a person who is more **achieved-oriented** than me:

- Respect is based on knowledge and skills.
- Informality is more common – Titles can lead to discomfort.
- People's roles will not limit their behavior – will consider all opinions – managers to line staff.
- Express your opinions confidently – a decision of a superior can be challenged.
- Be ready to 'prove your worth' through a focus on achievement and initiative.

Interacting with a person who is more **ascribed-oriented** than me:

- If possible, match rank with rank when you meet clients, suppliers, officials.
- Win trust by respecting the seniority of people even if they have limited knowledge of the topic.
- Be willing to assist the leader indirectly or discreetly with information and knowledge.
- Decisions are only challenged by people with higher authority.
- Learn that the manager is expected to be "the boss" and have the final say.
- Follow the proper path of communication.

My Insights and Actions

We already asked questions for each dimension. Now we want you to look at the CMI as a whole.

1. Understanding the Results - Personal Development

Look at your results for each of the 12 Dimensions and think about past intercultural interactions that were difficult.

- ☐ On which dimensions do you find it easier to stretch and on which dimensions do you find it harder to stretch?
- ☐ What are the two dimensions where you need to stretch/increase your agility the most? (select a specific context)
 - a) What behaviors do I need to incorporate?
 - b) How do I modify I communication?
 - c) What can I do to practise?



2. Understanding the Results - Relationship Development

Choose an intercultural relationship you want to improve.

- a) Articulate a well-informed guess of their preference on the 12 dimensions and provide evidence why you think this person has these preferences.
- b) What changes do you want to see in the relationship?
- c) What changes do you think the other might want to see in the relationship?
- d) Decide on two or three dimensions in which you differ the most from this person.
 - ☐ In which way do these differences manifest themselves? What is the impact of these differences on your work and on the relationship?
 - ☐ What steps could you take that might positively unlock some of the issues in your relationship.
 - ☐ What can you do to stretch yourself in this relationship?

What's Next?

You have completed the Cultural Mapping inventory (CMI), unpacked your report and articulated action steps to develop yourself and enhance your intercultural agility with people around you. Below are a few recommended steps that will help you to continue the learning journey:

1. Keep discovering more about yourself. The best way to improve your interactions with others is to understand yourself better. Reread the pages that describe the Dimensions of your Cultural Mapping inventory and take note of which ones apply to you and how they unfold in your life.
2. Become a people observer. Observe people and connect the way they engage with others to the cultural dimensions. Use the 12 Dimensions of Culture to gain a deeper understanding of the behaviors. The 12 Dimensions of Culture will become a natural part of day-to-day interactions, guiding you in the moment and assisting you to increase your cultural agility.
3. You have been subscribed to our email series on the Cultural Mapping inventory. You will be receiving one email per week for 13 weeks with additional practical insights on the CMI that will keep your insights fresh and help you apply them.
4. Check out inter-culturalintelligence.com, our repository of articles on ICI, intercultural books and our video library with intercultural movies and video clips that show intercultural situations & interactions.
5. Wear your Cultural Mapping inventory lens when you engage with the media, news, movies etc. Learn to spot the 12 Dimensions of Culture and if you find a great intercultural movie, social media post or news clip, share it with the KnowledgeWorkx team; we want to learn from your experiences!

Further Learning Options

Learning Journeys

If you want to develop further in ICI, participating in a learning journey is a good place to start. KnowledgeWorkx designs learning journeys for teams or groups of peers using a blended learning approach with in-person and virtual learning components. Learning Journeys can be short and sweet or span over a period of multiple months to equip you, your peers or your team with ICI-related competencies.

Coaching

The ICF certified coaches in our network are specialized in coaching across borders and diversities. Coaching journeys are designed around your need and offer a safe and powerful learning environment to accelerate your growth!

Certification

Several times a year KnowledgeWorkx organizes certification workshops for those who want to become an Inter-Cultural Intelligence Practitioner. There are two certifications, and both are conducted virtually or in-person. The "Certificate in Intercultural Coaching" is designed for certified and experienced coaches who want to specialize in intercultural coaching (ICF accredited). If you are looking for more general application, we recommend you join our "Inter-Cultural Intelligence Certification".

Get the ICI Book

This mini-book is an executive summary of our two decades of experience, researching and applying the Inter-Cultural Intelligence (ICI) framework and methodology. It is a great introduction to our ICI approach.