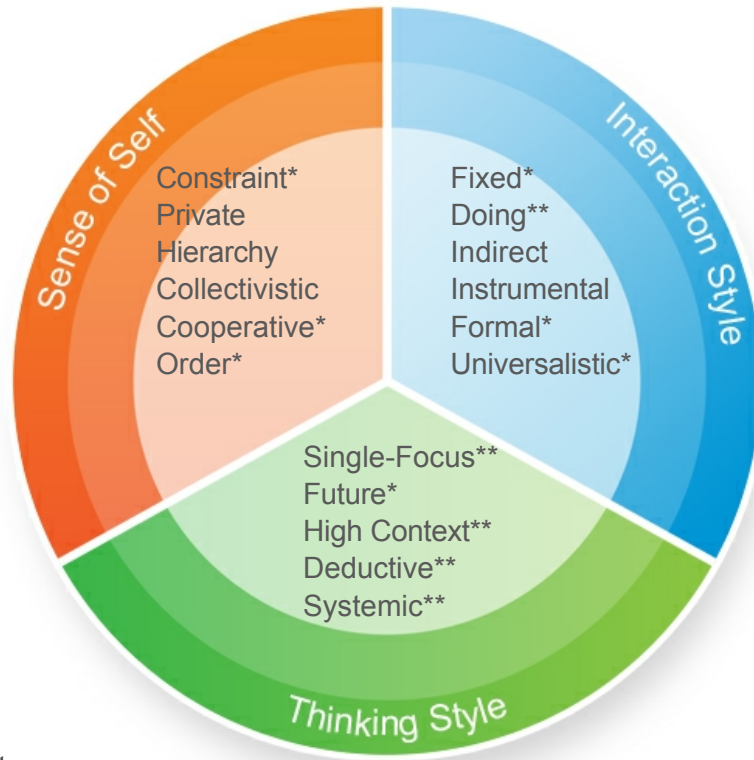
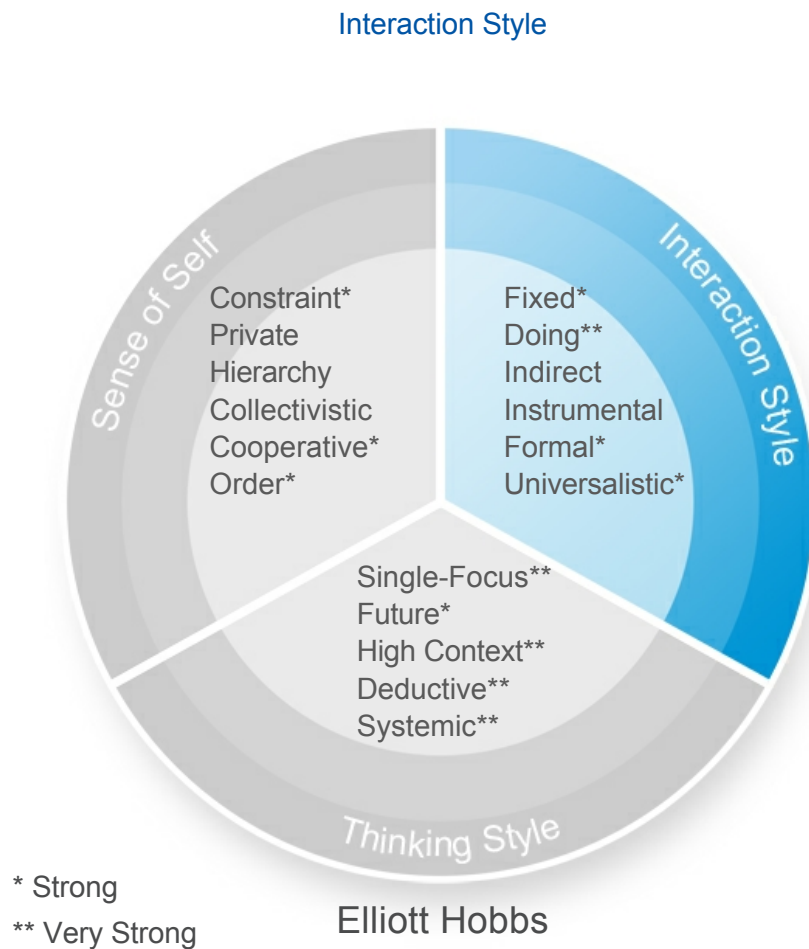


# My COI Report



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\*\* Very Strong

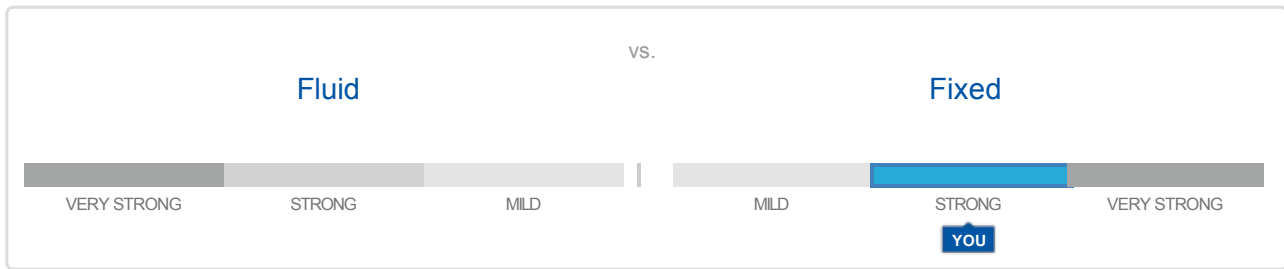
Elliott Hobbs



### How people tend to communicate and engage with others in work situations

**Your Interaction Style results suggest that you tend to prefer the following:**

- Following schedules and managing time precisely (Fixed)
- Focusing more on accomplishing tasks and taking action than on building relationships and planning (Doing)
- Handling conflict and giving feedback discreetly, with an emphasis on saving face (Indirect)
- Communicating in a dispassionate and pragmatic way in work situations (Instrumental)
- Adhering to protocol and social conventions in business situations (Formal)
- Applying rules and standards consistently and uniformly, regardless of the circumstances (Universalistic)



### Debrief

You define time, timeliness, and punctuality precisely and in discrete chunks. For you, events are determined and affected by time, which therefore needs to be controlled and managed. Thus, planning and preparation are intricately connected to binding timelines and schedules. To fixed-time individuals and cultures, adherence and sensitivity to schedules and timelines are important hallmarks of professionalism, efficiency, and respect.

Schedules determine your actions and activities, and punctuality is important to you. Good time management defines much of your behavior, and you tend to view this as an important professional attribute. You take schedules, deadlines, and commitments seriously. Situations in which time expectations are violated or not clearly established can be frustrating for you.

### Challenges

Your strong fixed-time orientation indicates that you value punctuality, are sensitive to timelines, and prefer a precise definition of time commitments in work situations. In general, you find it difficult to style-switch and accommodate a more fluid-oriented handling of time, in which punctuality is more loosely defined, and timelines are less binding.

When working with people who have fluid-time orientations, you may:

- Experience them as disrespectful, ineffective, and sometimes unprofessional.
- Become frustrated by a lack of focus on meeting precise deadlines for deliverables.

To address these concerns, you may need to:

- Develop patience when time is not defined precisely.
- Build in flexibility when scheduling and establishing timelines.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong fixed-time orientations, you may:

- Perceive them as sometimes spending too much time trying to plan and structure events that may not lend themselves to such precision.
- Feel that they are at times too focused on adhering strictly to prearranged schedules.

To address these concerns, you may need to:

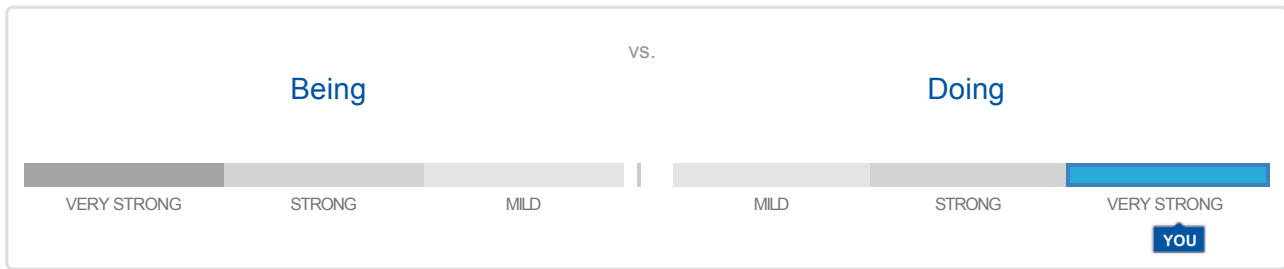
- Highlight the need to consider overall goals and concerns other than time constraints sometimes.
- Evaluate the advantages and disadvantages of your shared way of relating to time.

When working with people who have mild fixed-time orientations, you may:

- Feel that they lack respect for deadlines and punctuality at times.
- Be perceived as occasionally inflexible and unresponsive when projects and priorities take longer than planned.

To address these concerns, you may need to:

- De-emphasize time as an absolute resource.
- Increase your tolerance for somewhat more flexible timelines.



### Debrief

You prefer to build and maintain business relationships that focus primarily on the task to be achieved and not on the relationships involved. In interactions, you focus on accomplishing tasks expeditiously and tend to emphasize measurable results. Once your counterparts have signaled their interest in doing business with you, you assume and extend trust readily in order to focus on the actions to accomplish a task. You do not necessarily expect relationships to last beyond the particular task to be accomplished and future obligations to be incurred as a result of working together. Situations and business practices that require you to build rapport with colleagues as a prerequisite to working together seem unnecessary or unessential to the business at hand.

You value expediency and efficiency in accomplishing tasks and will extend trust readily in order to get the job done. You often feel that any action is better than inaction. You are generally comfortable with making a decision or mapping a course of action, even when detailed information is not available. You locate required resources easily and tend to be a pragmatic, quick, and effective problem-solver.

### Challenges

Your very strong doing orientation indicates that much prefer to prioritize completing tasks and actions over building relationships. You generally find it very difficult to style-switch and accommodate a more relationship-oriented work style, in which establishing and maintaining trusting relationships and making plans are more important.

When working with people who have being orientations, you may:

- Experience them as lacking urgency to accomplish tasks.
- Feel that they are overly concerned with relationship building, loyalty, and/or obligation.
- Become frustrated with long decision-making processes.

To address these concerns, you may need to:

- Develop patience for relatively long warm-up periods, during which trust is built.
- Concentrate less on output and pragmatism and more on trust and the quality of relationships.

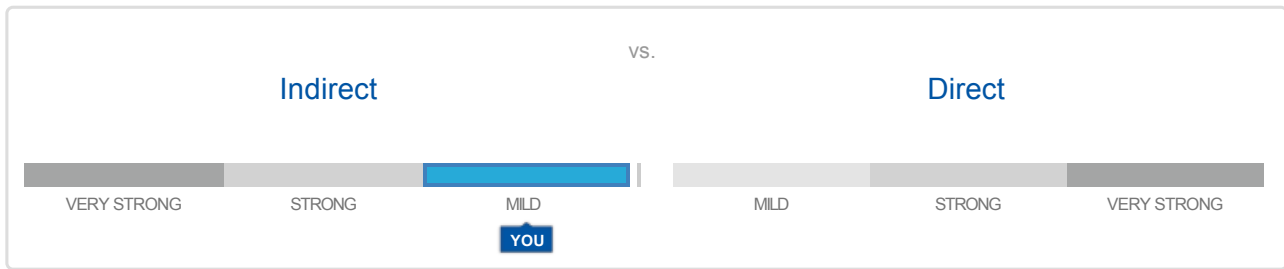
However, you also may experience challenges when working with people who share your orientation.

When working with people who have mild or strong doing orientations, you may:

- Feel that they could be faster with making decisions, extending trust, and discussing plans.
- Think that they lack a necessary focus on tasks and actions at times.
- Be perceived at times as too focused on “getting the job done.”

To address these concerns, you may need to:

- Consider the potential advantages of a somewhat less task-oriented approach.
- Develop patience for somewhat slower decision-making processes.



### Debrief

You prefer to handle conflict in a discreet and face-saving way, avoiding open confrontations, disagreement, and criticism. Minimizing embarrassment of yourself and others is important to you. Generally, you see conflict situations as threats to personal dignity or "face." As a result, you tend toward preserving the integrity and "saving face" of those involved.

You believe that open conflicts are not beneficial to the parties involved. You may prefer passive resistance or the use of subtle or metaphoric expressions of disagreement, critical feedback, or dissenting views, as well as the use of formal or informal mediators (lawyers, arbitrators, colleagues, friends, etc.) to address, manage, and resolve contentious issues. Situations that require you to bring contentious issues into the open are uncomfortable for you. Openly displayed tensions can disturb you deeply.

### Challenges

Your mild indirect orientation indicates that you are rather flexible when balancing different ways of handling conflict in work situations. While you prefer a more indirect approach, you also find it easy to style-switch and accommodate a more direct style, in which conflict and disagreement are handled in an open and straightforward manner.

When working with people who have mild direct orientations, you may:

- Experience your mutual flexibility as a similarity and therefore minimize the differences inherent in your respective preferred ways of handling conflict.
- Be unprepared to deal with the impact of differences in how you prefer to communicate, particularly in stressful situations.

To address these concerns, you may need to:

- Be aware of the subtle ways in which differences in cultural preferences may become apparent.
- Build on your ability to easily style-switch and willingness to compromise to improve your work relationships.

When working with people who have strong or very strong direct orientations, you may:

- Experience their straightforward manner as confrontational, insensitive, tactless, and sometimes insulting.
- Feel that they underestimate the deep sense of embarrassment and loss of face that results from direct conflict or disagreement.

To address these concerns, you may need to:

- Express opinions, disagreements, and sentiments explicitly when appropriate.
- Learn to view direct communication as beneficial and efficient in certain circumstances.
- Engage in cultural dialogue to develop conflict-handling norms proactively.

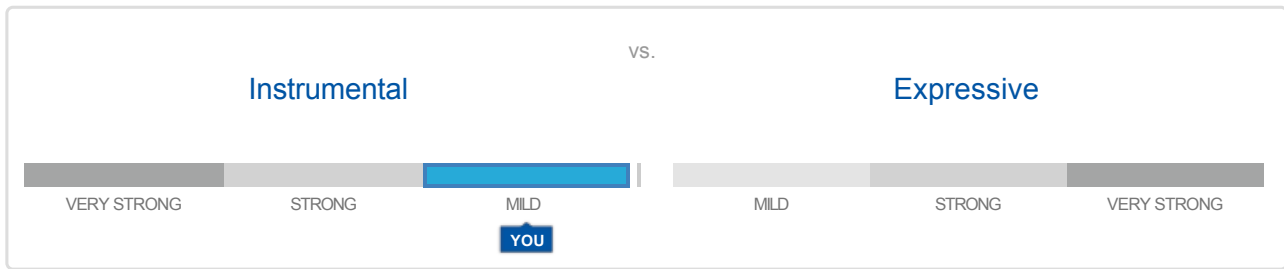
However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong indirect orientations, you may:

- Feel that they are too unwilling to engage in open conflict.
- Perceive them as unnecessarily careful about avoiding embarrassment to others.

To address these concerns, you may need to:

- Avoid being openly critical of their conflict-handling style, especially when your relationship is not well established.
- Increase your use of conflict-resolution strategies that allow for saving face.



### Debrief

You place an emphasis on accuracy, control, discipline, and emotional neutrality in business interactions. You value factual, objective, and pragmatic exchanges of information and have a low tolerance for emotional displays in the work environment. For you, communication is problem- or issue-centered, impersonal, and goal-oriented.

You often see work relationships as qualitatively different from social ones. As a result, you evaluate individuals at work on the basis of their direct and measurable contributions. You prefer an emotionally detached way of presenting information in order to convince others of your points. Emotional expressiveness in others may cause you to doubt their professionalism, credibility, and trustworthiness in business. Work environments that encourage an open display of emotions and/or eloquent and stylistic use of language can be irritating for you.

### Challenges

Your mild instrumental orientation indicates that you are rather flexible in how you react to various communication and presentation styles. While you prefer a style that is neutral, matter-of-fact, and pragmatic in work situations, you also find it easy to style-switch and accommodate a more expressive style, which emphasizes emotional connection and expressing viewpoints with eloquence.

When working with people who have mild expressive orientations, you may:

- Minimize the differences inherent in your respective preferred ways of persuading others to your points of view.
- Be unprepared to deal with the impact of differences in how much emotion you prefer in communications, particularly in stressful situations.

To address these concerns, you may need to:

- Be aware of the subtle ways in which differences in cultural preferences may become apparent.
- Build on your ability to easily style-switch and willingness to compromise to improve your work relationships.

When working with people who have strong or very strong expressive orientations, you may:

- Experience their emotion-centered style as lacking seriousness and professional credibility at times.
- Feel that the constant ebb and flow of emotions is tiresome and demotivating.
- Find the emphasis on style and eloquence unnecessary or distracting.

To address these concerns, you may need to:

- Avoid associating your notions of professionalism with emotional detachment.
- Increase your appreciation for the role that style and eloquence play in business contexts.
- Develop your style-switching capabilities to shift to a more expressive interaction style as a means to build rapport, credibility, and effective relationships.

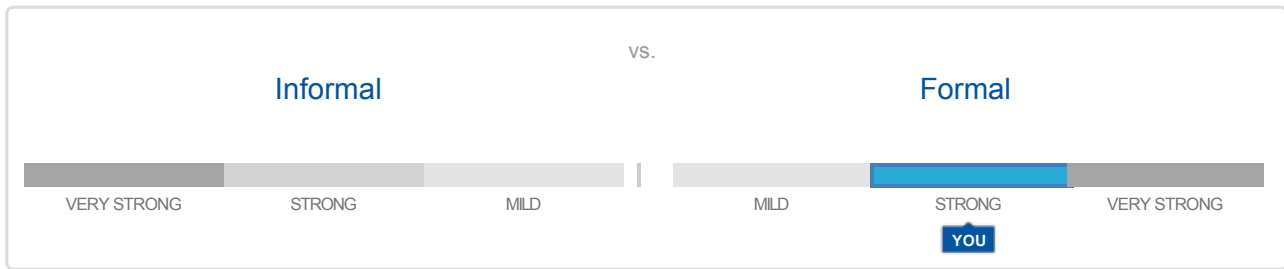
However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong instrumental orientations, you may:

- Find their communication style too detached, disengaging, and impersonal at times.
- Perceive them as overlooking the importance of sharing emotions and connecting personally in the workplace.

To address these concerns, you may need to:

- Limit your own use of emotion when appropriate.
- Accept that they may view a seemingly extreme level of emotional detachment as an indicator of professionalism.



### Debrief

You value formalities, social conventions, and customs and view them as critical when developing business relationships. It is important to you to observe specific rules of etiquette and protocol in the workplace and business situations, particularly with superiors. Likewise, you expect subordinates to be mindful of etiquette when interacting with you. You feel that observing decorum establishes credibility, respect, and sincerity.

You interact with an emphasis on protocol and social customs. Overall, you see formalities, social conventions, and customs as conducive to communication as well as to the development of business and social relationships. You feel uncomfortable in informal business environments and may perceive informality as communicating a lack of respect for you, your position, and your endeavors. You tend to be keenly aware of the social structures within which you operate. You value respectful interactions. Business environments that are informal (i.e., in dress, manners, and forms of address) seem unprofessional and disrespectful to you.

### Challenges

Your strong formal orientation indicates that you prefer a more formal approach in business communications. You generally find it difficult to style-switch and accommodate a more informal communication style, in which etiquette and protocol are not key factors, and a more casual and relaxed approach is expected.

When working with people who have informal orientations, you may:

- Perceive them as lacking in respect, courtesy, or propriety.
- Find it difficult to take them seriously.
- Experience them as lacking professionalism.

To address these concerns, you may need to:

- Avoid interpreting an informal communication style as indicating a lack of professionalism, education, and/or social graces.
- Overcome your aversion to informal speech, clothing, manners, and forms of address in order to conduct the business at hand.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong formal orientations, you may:

- Feel rather comfortable with a style that emphasizes following protocol.
- Find that communication may sometimes be stifled, especially when building effective relationships is necessary to the overall goals.

To address these concerns, you may need to:

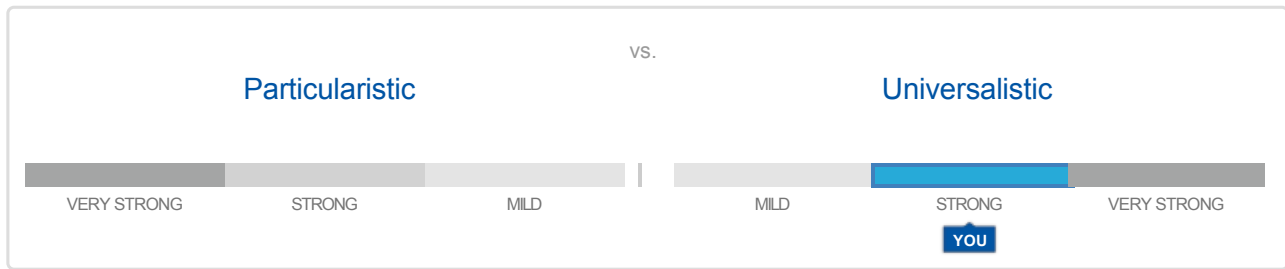
- Observe carefully all nuances of etiquette and propriety to facilitate relationship building.
- Consider using an even more formal approach to communicating in business interactions.

When working with people who have mild formal orientations, you may:

- Perceive them as unprofessional or too relaxed at times.
- Feel that they sometimes lack the proper respect for other people, especially those higher in the organizational hierarchy.

To address these concerns, you may need to:

- Become somewhat less sensitive to failures to follow protocol, such as not following proper forms of address.
- Understand the usefulness and value of somewhat informal behavior in a business situation.



### Debrief

Your business interactions usually conform to a solid base of principles. Your judgments and actions are guided by an abstract sense of fairness and right and wrong. The equal application of standard rules, principles, and processes is important to you. You associate fairness with a set of general rules and principles that govern the way you interact and behave in relationships.

Your sense of obligation is primarily tied to rules and not to individuals. You have little tolerance for making exceptions to these rules and principles, and you expect people to submit to general guidelines. You believe that everyone has essentially the same rights and responsibilities, regardless of particular circumstances. Therefore, you dislike favoritism and value fairness as an essential component of integrity and professionalism.

### Challenges

Your strong universalistic orientation indicates that you value clear standards and equal treatment of others at work. In general, you find it difficult to style-switch and accommodate a more particularistic orientation, which values making exceptions to rules and regulations based on the situation.

When working with people who have particularistic orientations, you may:

- Find them lacking in principles in some cases.
- Perceive unfair favoritism, inconsistency, and unpredictability in how they deal with issues sometimes.
- Feel that their need to be recognized as unique is inappropriate.

To address these concerns, you may need to:

- Develop greater sensitivity to the different circumstances of various situations.
- Understand the importance of uniqueness for particularistic individuals.
- Improve your ability to style-switch to a particularistic perspective, emphasizing uniqueness and circumstances.
- Consider equity rather than equality as a standard for fair treatment of others.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong universalistic orientations, you may:

- Appreciate their emphasis on rules, standards, and procedures to guide decisions, actions, and interactions.
- Experience them as sometimes lacking in consideration for specific circumstances.

To address these concerns, you may need to:

- Demonstrate more trust in standards and established procedures.
- Make a more significant effort to follow and apply general rules.

When working with people who have mild universalistic orientations, you may:

- Feel they sometimes do not adhere to the rules or standards as closely as they could.
- Be perceived as somewhat rigid in how you apply standards and regulations.

To address these concerns, you may need to:

- Understand the value of acknowledging uniqueness in certain situations.
- Examine whether strict adherence to the rules is truly most appropriate and effective in given situations.

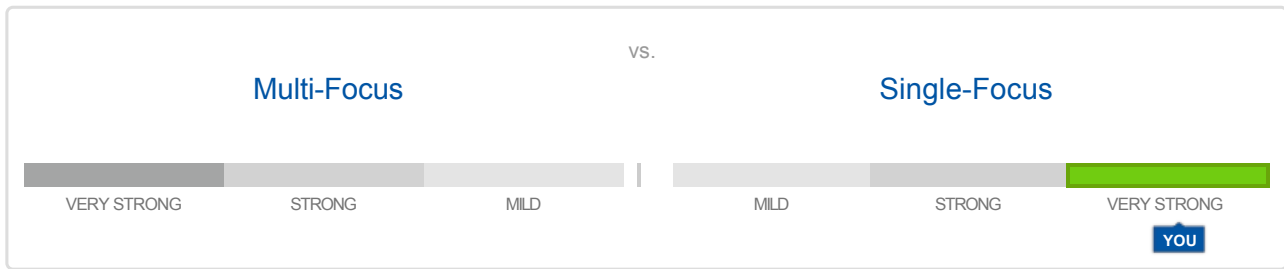




### How people tend to process information in work situations

#### Your Thinking Style results suggest that you tend to prefer the following:

- Focusing on and taking in information from one source at a time (Single-Focus)
- Analyzing problems and making decisions based on long-term projections and a distinct vision of the future (Future)
- Sending and interpreting messages based on implicit nonverbal and situational cues (High Context)
- Analyzing theories and focusing on general concepts before moving to the specific details (Deductive)
- Structuring thoughts and solutions based on a "big picture" view of a problem or presentation and how the parts are interconnected (Systemic)



### Debrief

You tend to process information sequentially and focus on one task and/or relationship at a time. You value uninterrupted discussions, focus and concentration on single issues, and prefer to work on one thing at a time, breaking down work into a series of tasks. You may also have a high commitment to schedules, which you see as effective tools for ordering tasks.

You are generally analytical in your approach to problem solving. You tend to become irritated by interruptions and unpredicted events. Situations that require you to process information simultaneously or handle multiple tasks and/or relationships at the same time can make you uncomfortable and frustrated. Talking to several people simultaneously about different things seems impolite and unprofessional to you.

### Challenges

Your very strong single-focus orientation indicates that you much prefer to focus your attention, take in information, and approach tasks one element at a time before shifting your attention. You generally find it very difficult to style-switch and accommodate a more multi-focused way of taking in information, which would allow you to take in many different pieces of information simultaneously.

When working with people who have multi-focus orientations, you may:

- Perceive their overall approach to information as chaotic and unfocused.
- Become overwhelmed when presented with and taking in several pieces of information at a time.
- Feel disrespected when not afforded their full attention.

To address these concerns, you may need to:

- Increase your comfort level with taking in multiple sources of information simultaneously
- Develop your ability to engage in many tasks at once.
- Improve your capability to reorganize and restructure on short notice.

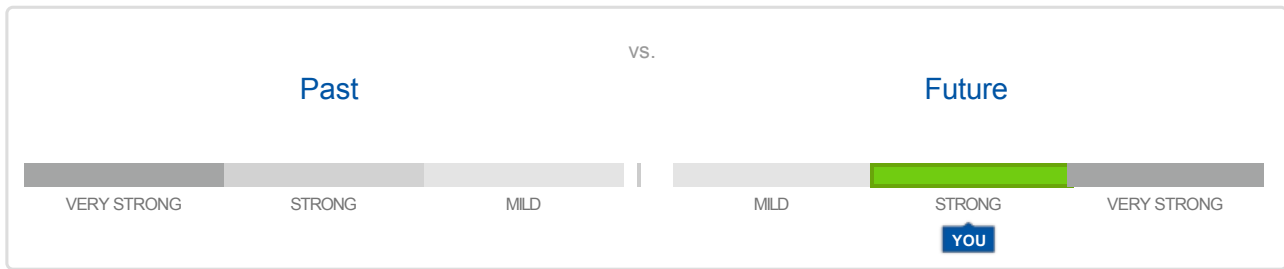
However, you also may experience challenges when working with people who share your orientation.

When working with people who have mild single-focus orientations, you may:

- Perceive them as somewhat disorganized at times.
- Feel that they occasionally have difficulties with properly focusing on the task or situation at hand.

To address these concerns, you may need to:

- Consider the merits of a less single-focused approach.
- Develop tolerance for sometimes discussing issues that are not related to the main topic.



### Debrief

Your decision-making and problem-solving approach is guided by a distinct vision of the future. Your actions in the present are often motivated by the desire to attain this different future. You evaluate the present by its potential for the future and base planning and problem solving on long-term projections. A future that is radically different from both the past and the present is easy for you to imagine.

You tend to judge ideas based on their long-term benefits and are comfortable trading short-term gains for them. Changes and breaks with traditional ways of doing things in pursuit of a vision are important to you. You welcome and frequently champion change, but only if you are confident that it will be profitable and beneficial in the long run.

### Challenges

Your strong future orientation indicates that the ways you view and interpret situations, approach problems, and determine criteria for solutions are based on a forward-looking perspective. You generally find it difficult to style-switch and accommodate a past orientation, which incorporates a focus on history and tradition.

When working with people who have past orientations, you may:

- Find them overly concerned with the past.
- Feel that they lack imagination and/or adaptability.

To address these concerns, you may need to:

- Appreciate the significance of history, continuity, and tradition.
- Validate your future-oriented approach through meaningful historical references that may resonate with past-oriented colleagues.
- Develop patience in situations where people require a relatively long period of assessment and/or evaluation.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong future orientations, you may:

- Appreciate and align with the focus on and optimism about future opportunities.
- Feel that the preoccupation with a long-range vision may lack pragmatism at times.
- Be uncomfortable with their strong willingness to take risks with unproven plans or ideas.

To address these concerns, you may need to:

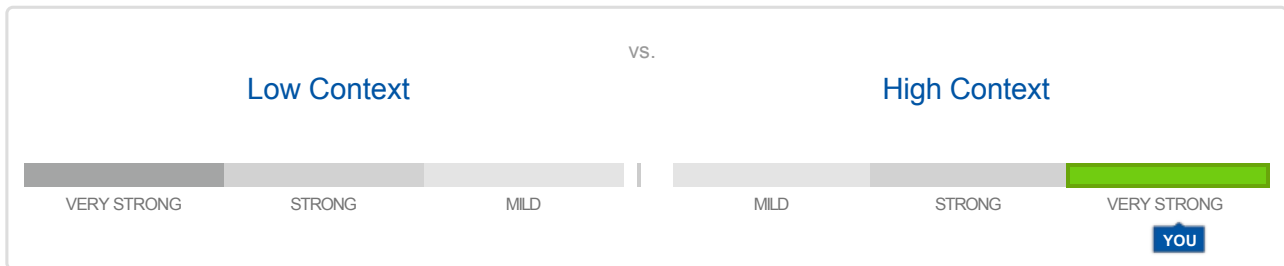
- Consider strategies to carefully assess and evaluate risks.
- Make a conscious effort to understand a past-oriented approach to avoid groupthink or polarization.

When working with people who have mild future orientations, you may:

- Feel that they do not fully appreciate a vision of a different future.
- Become frustrated with what you perceive as their hesitance to support long-term plans or changes.

To address these concerns, you may need to:

- Acknowledge the existing pragmatism in their approach to problem solving.
- Pay more attention to concerns related to both the past and the short-term future.



### Debrief

You rely on a wide array of situational components and contextual information to interpret and communicate meaning. Consequently, you scan situations and information for cues and deeper levels of meaning and significance. You value artful, metaphoric, and/or symbolic expressions of meaning. You are sensitive to a wide array of situational and contextual components from which to extract and infer the true meaning and message. You assume that real meaning is implicit and lies beyond what is readily apparent or presented to you.

You rely on nonverbal, symbolic, and situational cues more than on verbal and written cues. In order to get work done, you require a lot of contextual information about those with whom you are communicating and/or conducting business. You rely on inferences and careful analysis to derive meaning and expect the same of others. You may find situations that require you to be explicit and literal frustrating.

### Challenges

Your very strong high-context orientation indicates that you much prefer and rely on implicit meaning and contextual cues when you read and interpret meaning. You generally find it very difficult to style-switch and accommodate a more low-context approach, which focuses on explicit and literal interpretation of meaning.

When working with people who have low-context orientations, you may:

- Perceive their way of reading and interpreting information as too simplistic, confusing, and/or possibly unreliable.
- Experience some frustration with what you view as their inability to understand context and cues.

To address these concerns, you may need to:

- Limit your reliance on situational cues, including nonverbal cues, to carry essential meaning.
- Avoid interpreting their low-context approach as impolite or unreliable.
- Assume that what is explicitly stated is what is meant.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong high-context orientations, you may:

- Experience them as vague and unspecific in some cases, particularly when their understanding of the meanings of nonverbal cues and situational variables differs from yours.
- Misinterpret or over-interpret the meaning behind what they say.
- Feel that they are at risk of interpreting situations and information erroneously.

To address these concerns, you may need to:

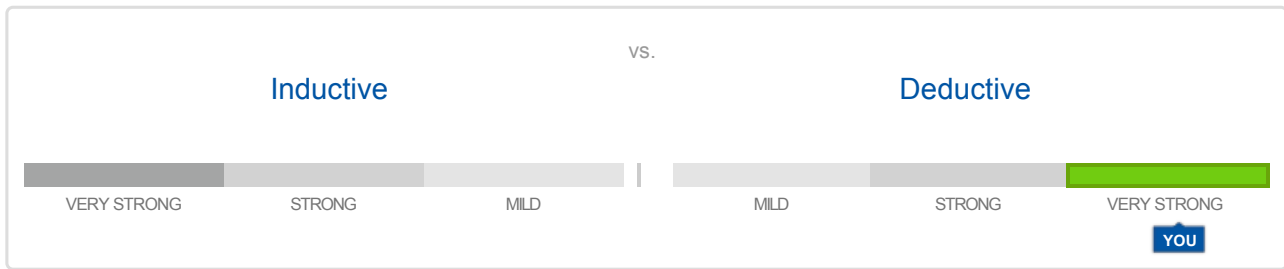
- Seek to understand the meaning of contextual, situational, and nonverbal cues for them.
- Assume that what is stated is not always what is meant.
- Use cultural dialogue to clarify the meaning of frequent cues and implicit signals when deriving meaning.

When working with people who have mild high-context orientations, you may:

- Feel that they sometimes lack appreciation for context and nonverbal cues as carriers of key information.
- Be perceived as too focused on “hidden meaning” or subtleties at times.

To address these concerns, you may need to:

- Explain the meaning behind your communications when needed.
- Be more explicit when necessary.



### Debrief

As a deductive thinker, you learn best and introduce new ideas by focusing on concepts, theories, and principles first, rather than on specific details and situations. You tend to scrutinize and debate conceptual frameworks and key principles before applying them to particular scenarios. Situations that require a case-by-case analysis of details without discussion of the overall principles can be irritating and frustrating to you.

You tend to evaluate the quality and soundness of a presentation and proposal based on the concepts upon which they rest. Once a conceptual framework is sufficiently developed or apparent, you apply it to specific situations and/or circumstances. You get frustrated when the conceptual foundation is not readily apparent or sufficiently developed.

### Challenges

Your very strong deductive orientation indicates that you tend to rely on abstract logic, theories, and principles to organize and make sense of data when you reason, make inferences, structure arguments, and approach learning. You generally find it very difficult to style-switch to accommodate a more inductive approach and rely primarily on details and data to anchor learning and reasoning.

When working with people who have inductive orientations, you may:

- Become irritated or overwhelmed by too many details.
- Perceive them as lacking the ability to adequately interpret and make sense of data and details.

To address these concerns, you may need to:

- Develop patience with a less abstract approach to data and reasoning.
- Resist “fitting” data into a theory.
- Pay greater attention to raw data and detail.
- Learn to value case studies and anecdotes in some contexts.

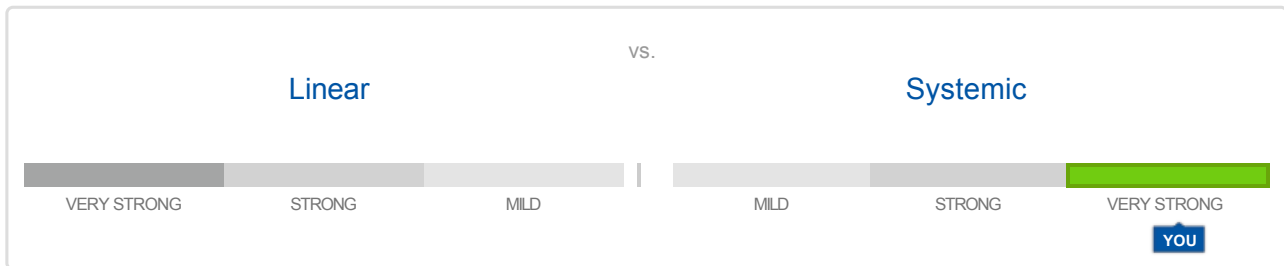
However, you also may experience challenges when working with people who share your orientation.

When working with people who have mild or strong deductive orientations, you may:

- Dismiss the value they may occasionally place on case studies and anecdotes.
- Feel that their ability to analyze data based on abstract logic is lacking at times.
- Be perceived as “fitting” data into theory in some cases.

To address these concerns, you may need to:

- Enhance your appreciation of data and case studies.
- Increase your willingness to learn from illustrations and anecdotes.



### Debrief

You focus on a holistic "big-picture" view when confronted with a particular situation, problem, or challenge. You tend to focus on relationships between concepts or components of a situation and examine its systemic and complex interactions and interconnections. In order to persuade others to accept a proposition or argument, you point out the likely impact and effect on related variables.

Being mindful of the complexity and interrelatedness of issues is a hallmark of realism for you. Situations or circumstances that require you to break down complex phenomena into discrete cause-effect relationships and analyzing their component parts and examining each independently can be frustrating to you.

### Challenges

Your very strong systemic orientation indicates that you much prefer a "big-picture" perspective and focus on the systemic relationships of component parts when you approach problems, structure your thinking, and frame solutions. You generally find it very difficult to style-switch and accommodate a more linear approach, which values a sequential analysis of separate parts linked together by a cause-effect relationship.

When working with people who have linear orientations, you may:

- Perceive their problem-solving approach as too simplistic.
- Feel that they seem to be missing important linkages to the "big picture."

To address these concerns, you may need to:

- De-emphasize the "big picture" and the interrelatedness of components.
- Concentrate on the details of individual components.
- Focus more on crafting solutions that outline, order, and sequence discrete elements.

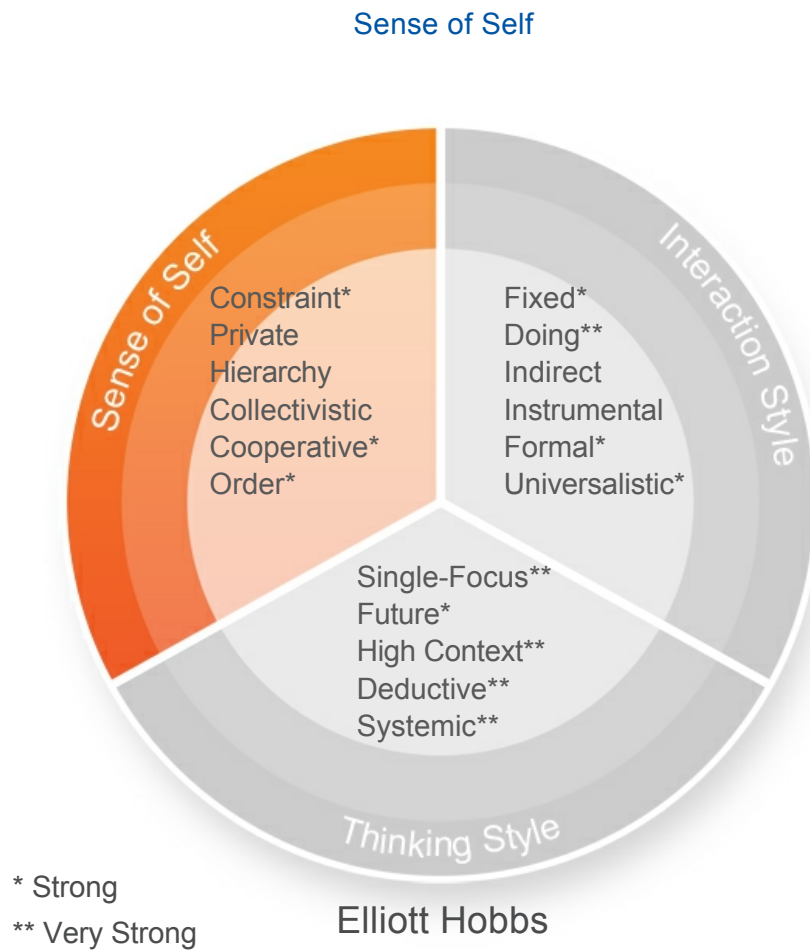
However, you also may experience challenges when working with people who share your orientation.

When working with people who have mild or strong systemic orientations, you may:

- Perceive them as occasionally lacking a definitive perspective to structuring their thinking.
- Be perceived as lacking flexibility in your approach to problems.

To address these concerns, you may need to:

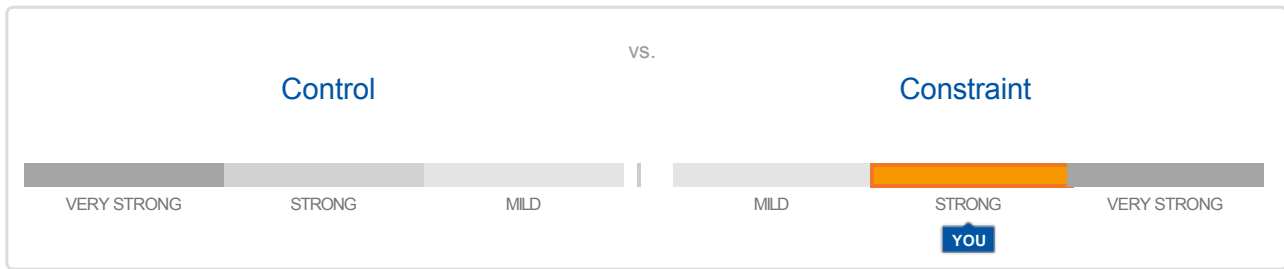
- Consider the merits of following a systemic approach less rigidly.
- Try to present issues and solutions in a less complex way.



### How people tend to view identity and motivation in work situations

**Your Sense of Self results suggest that you tend to prefer the following:**

- Operating with a sense of restraint in your work environment (Constraint)
- Having clear boundaries and information sharing on a need-to-know basis (Private)
- Working in environments with special treatment and different levels of power (Hierarchy)
- Identifying as a member of an interdependent group in work situations (Collectivistic)
- Being motivated by mutually satisfactory business relationships (Cooperative)
- Fostering structure, certainty, and predictable situations to reduce ambiguity in work situations (Order)



### Debrief

You tend to operate with a sense of restraint and feel that you must act within given boundaries and limitations. In general, you see the world as immutable and value stability and predictability. You trust that, in the larger scheme of things, situations will generally work out and see it as presumptuous, even naïve, to claim direct control over organizational and/or business variables that seem out of your direct control or influence.

Your approach to problems and situations is often reactive and risk averse. In most cases, you prefer to behave according to a model and/or clear instructions and guidelines. You also expect superiors or people in power to make decisions on your behalf. In general, you experience problems or resistance to your ideas or goals as obstacles that cannot be overcome. You also tend to accept the status quo and adjust your own behavior and expectations to the limits as presented to you.

### Challenges

Your strong constraint orientation indicates that you much prefer to operate with restraint in work situations. You tend to stay within established boundaries, guidelines, and processes. In general, you find it difficult to style-switch and accommodate a control-oriented mindset, which values taking initiative to change undesirable circumstances at work.

When working with people who have control orientations, you may:

- Perceive them as overly aggressive and assertive.
- Be perceived as lacking in commitment and engagement.
- Be considered obstructive and opposed to positive change.
- Be insecure about taking charge in ambiguous and vaguely defined situations.

To address these concerns, you may need to:

- Be more assertive in sharing your perspective and experience.
- Try to be more open to change, especially when it seems possible and would clearly benefit the larger objective.
- Communicate your concerns and skepticism in a way that will be interpreted as constructive.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have mild constraint orientations, you may:

- Perceive them as somewhat hesitant to follow guidelines and established processes.
- Feel that they can be unrealistic about the extensive impact and difficulties of changes at times.

To address these concerns, you may need to:

- Take a more open attitude to change, especially change initiatives that may have positive effects.
- Learn to think of circumstance as changeable and obstacles as opportunities.

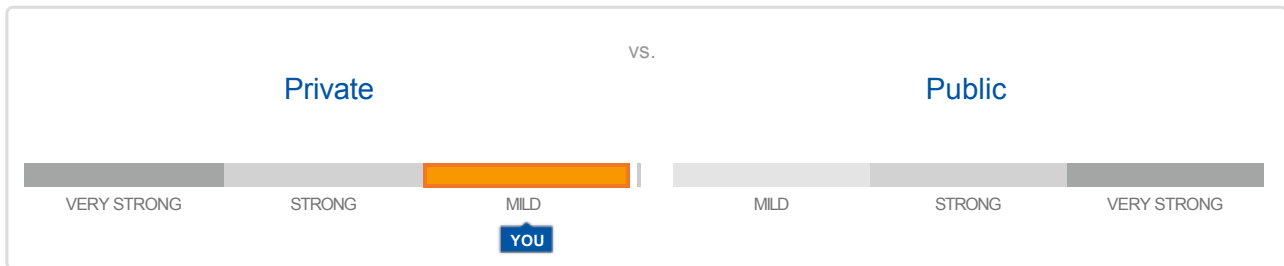
When working with people who have strong or very strong constraint orientations, you may:

- Experience some affinity with their general attitude to change and their reluctance to disregard established rules and processes.
- Value strongly the sense of stability that results from following guidelines.

To address these concerns, you may need to:

- Assess the risk of groupthink.
- Consider alternative perspectives on opportunities and challenges.





### Debrief

You prefer to set clear boundaries in the workplace and in business relationships. As a result, you are mindful of maintaining distance in business interactions as well as with coworkers. Separate offices or clear partitions, closed-door meetings with minimal interruptions, and general respect for your personal space are important to you. You may also prefer to stand farther apart and tend to not touch during conversation.

You prefer to share information on a need-to-know basis only and to avoid proximity to and close contact with others. You are more comfortable in office spaces that separate people and job tasks, which may lead to less information sharing, even if everyone is connected through communications technology (e-mail, Skype, etc.).

### Challenges

Your mild private orientation indicates that you are rather flexible in how you perceive space, both in a physical and psychological sense. While you generally value and expect clearly demarcated boundaries and a certain degree of distance, you also find it easy to style-switch and accommodate a more public and open approach to space.

When working with people who have mild private orientations, you may:

- Minimize the differences inherent in your respective preferences for maximized or minimized personal space at work.
- Be unprepared to deal with the impact of differences in how you perceive physical and psychological space in your work environment, particularly in stressful situations.

To address these concerns, you may need to:

- Be aware of the subtle ways in which differences in cultural preferences may become apparent.
- Build on your ability to easily style-switch and willingness to compromise to improve your work relationships.

When working with people who have strong or very strong public orientations, you may:

- Experience their transgression of boundaries as confusing, disturbing, and intrusive.
- Perceive the public availability of information as counterproductive.

To address these concerns, you may need to:

- Refrain from expressing frustration and anger in response to transgressions of boundaries.
- Use cultural dialogue to provide feedback and establish norms.
- Style-switch to disclose information more freely.

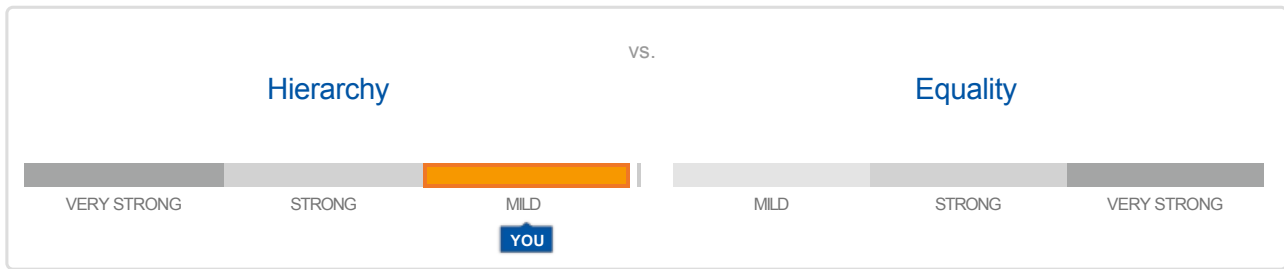
However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong private orientations, you may:

- Experience an occasional lack of transparency in planning, decision making, and communication.
- View them as secretive and inaccessible at times.

To address these concerns, you may need to:

- Work around barriers, when appropriate.
- Avoid interpreting a preference for distance as suspicious.



### Debrief

You value hierarchy in both your perspective on business relationships and interactions in the workplace and organization. You assume that everyone has a qualitatively different value, as well as different rights, privileges, and responsibilities. You feel that titles, ranks, position, and/or age bestow authority and status on individuals who must be respected by people in lower ranks. As a result, you value demarcated lines of power and authority and expect that behaviors and communications conform to it. For you, it is not acceptable to bypass formal lines of authority in order to complete a task.

You feel it is important to show respect and deference openly and acknowledge "power distance" by using appropriate forms of address that reinforce hierarchical structures and social status. You prefer to work in organizations that maintain demarcated lines of power and authority and where work is performed according to the specifications of superiors. You prefer clear job descriptions that indicate detailed job expectations. Situations where there is no open show of deference and respect and where formal lines of authority are bypassed tend to be uncomfortable for you.

### Challenges

Your mild hierarchy orientation indicates that you are rather flexible in how you view workplace organization and power relationships. While you value and expect a clear demarcation of authority and stratification and adjust your behavior accordingly, you also find it easy to style-switch and accommodate a more equality-oriented, egalitarian approach.

When working with people who have mild equality orientations, you may:

- Minimize the differences inherent in your respective preferences for hierarchical or egalitarian structures at work.
- Be unprepared to deal with the impact of differences in how you prefer power relationships in your work environment, particularly in stressful situations.

To address these concerns, you may need to:

- Be aware of the subtle ways in which differences in cultural preferences may become apparent.
- Build on your ability to easily style-switch and willingness to compromise to improve your work relationships.

When working with people who have strong or very strong equality orientations, you may:

- Feel that they lack respect for individuals in formal or informal roles of authority.
- Perceive them as unable to handle positions of power appropriately.

To address these concerns, you may need to:

- Develop coping mechanisms when you feel undervalued or disrespected by equality-orientated individuals.
- Learn how respect is acquired and communicated in interactions in an equality-orientated environment.

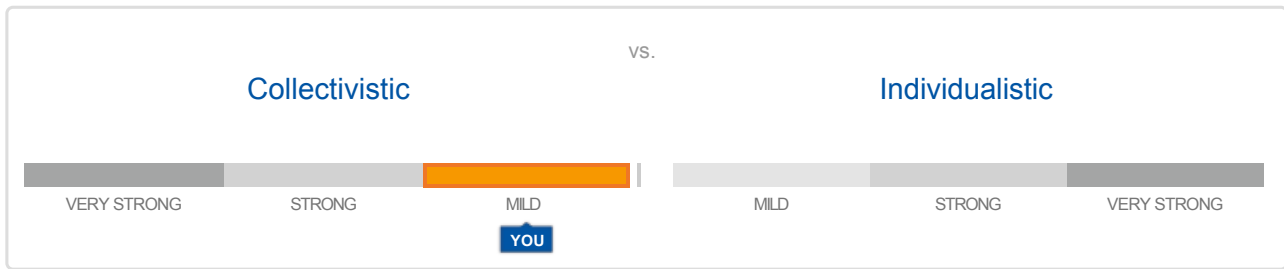
However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong hierarchy orientations, you may:

- Perceive a somewhat exaggerated deference to authority.
- Experience the attention paid to organizational power structure as unnecessary at times.
- Feel they sometimes can be arrogant or self-important.

To address these concerns, you may need to:

- Pay more attention to the stratification of power and signs of status or authority in the workplace.
- Avoid contradicting a superior publicly or privately.
- Demonstrate respect for authority more clearly.



### Debrief

You identify yourself primarily as a member of a group, which, in the workplace, translates to your team, organization, and/or company. As a result, you are driven and motivated by your affiliation to groups, and/or organizations and readily submit to the norms, practices, and traditions that define such groups and their members. You tend to value interdependence and the subordination of individual interests to those of the group. Particularly, you prefer to be recognized within a group, rather than as an individual, and tend to show group loyalty. Situations in which you are isolated from the group, individually rewarded for your efforts, or have to make decisions by yourself are uncomfortable for you.

You make decisions according to what is best for your organization and determine actions based on their expectations of you. Building group consensus is important to you, and you expect groups and organizations to take care of their members. Open conflict within the group tends to be a negative experience, and you view it as disruptive to group functioning. As a result, you avoid or minimize any potential for its occurrence. You value close interdependence and prize the accomplishment of groups, and you have a sense of social responsibility and obligation.

### Challenges

Your mild collectivistic orientation indicates that you are rather flexible in the way that you view yourself in the workplace. While you tend to see yourself as an interdependent part of a group, you also find it easy to style-switch and accommodate a more individualistic, independent approach.

When working with people who have mild individualistic orientations, you may:

- Minimize the differences inherent in your respective preferences for being part of a group or an independent agent at work.
- Be unprepared to deal with the impact of differences in how you prefer see yourself in the workplace, particularly in stressful situations.

To address these concerns, you may need to:

- Be aware of the subtle ways in which differences in cultural preferences may become apparent.
- Build on your ability to easily style-switch and willingness to compromise to improve your work relationships.

When working with people who have strong or very strong individualistic orientations, you may:

- Feel that they are too focused on their individual benefits, contributions, and achievement.
- Perceive them as resistant to necessary conformity with the group's norms and practices.

To address these concerns, you may need to:

- Put your interests before those of the group.
- Feel comfortable acting on personal motives or in your own interest alone.
- Use cultural dialogue to negotiate and set expectations regarding "fitting in" and prioritizing the group.

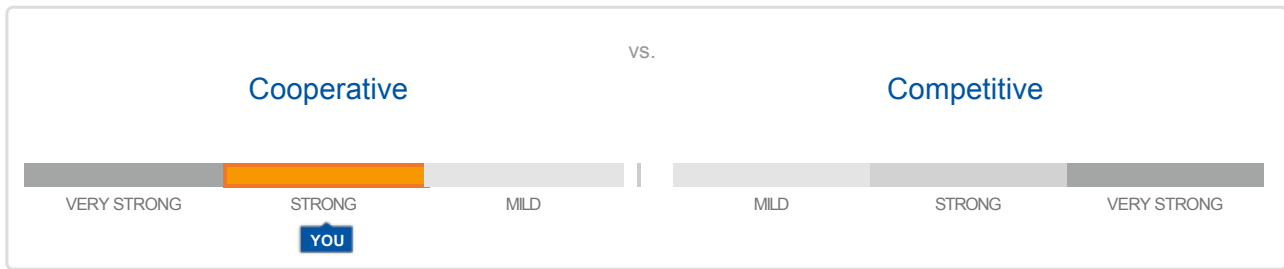
However, you also may experience challenges when working with people who share your orientation.

When working with people who have strong or very strong collectivistic orientations, you may:

- Become frustrated by what you perceive as a work environment that sometimes stifles individuality and self-expression.
- Feel that they can require excessive submissiveness to group norms, consensus, and conformity.
- Expect unrealistic sacrifices for the benefit of the group in certain contexts.

To address these concerns, you may need to:

- Seek deeper understanding of how their affiliation to a group motivates them and connects to their sense of identity.
- Use cultural dialogue to negotiate and set expectations regarding "fitting in" and prioritizing the group.



### Debrief

You are motivated by life balance, quality, and mutually understanding and supportive relationships in workplace and business relationships. You are motivated by and seek to establish qualitatively good, interdependent, even familial, relationships with others who are mindful of the respective needs involved. This may also entail that you forego actions or rewards that do not benefit all stakeholders and/or team members.

Establishing and maintaining balanced and satisfactory relationships are basic drivers for you that outweigh the benefits of strictly focusing on results, recognition, and/or rewards. You expect to build solid relationships with work associates and team members. It is important to you to maintain and nurture long-term relationships built on trust, mutual reward, and a more complete recognition of the needs involved.

### Challenges

Your strong cooperative orientation indicates that you generally find mutually beneficial and supportive work relationships motivating in the workplace. In general, you find it difficult to style-switch and accommodate a more competitive, achievement-oriented approach.

When working with people who have competitive orientations, you may:

- Find them too focused on achievement, accomplishments, external recognition, and symbols of success.
- Be frustrated by colleagues who see themselves in personal competition with you.
- Be unmotivated by their focus on dominating and beating competitors.

To address these concerns, you may need to:

- Understand more deeply the role of external symbols of success in motivating them.
- Style-switch to engage and appeal to their achievement orientation.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong cooperative orientations, you may:

- Be perceived as confrontational at times.
- Feel that their focus on mutual benefits and supportive relationships is excessive in some cases.

To address these concerns, you may need to:

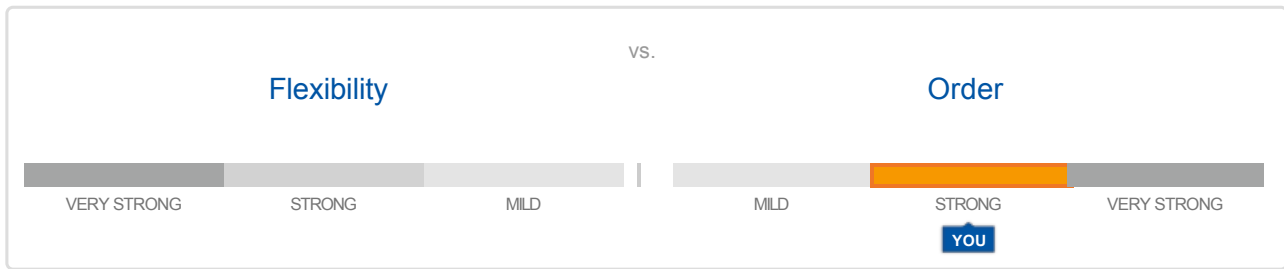
- Develop even greater tolerance for motivation based on supportive relationships.
- Consider more carefully the potential impact of your goals and needs on others.
- Demonstrate your concern and consideration for others more visibly.

When working with people who have mild cooperative orientations, you may:

- Be perceived as overly concerned for mutual support and benefits at times.
- Be seen as underestimating the need for achievement and external symbols of success.

To address these concerns, you may need to:

- Balance the benefits of mutually supportive work relationships and achievement-oriented actions.
- Consider the advantages of occasionally acting based on personal interest.



### Debrief

You have a low tolerance for ambiguity and uncertainty. You value rules, regulations and systematic procedures that are consistently applied. Predictability and security are appealing to you. As a result, you value well-defined and structured role definitions, procedures, processes, schedules, and agendas that reduce levels of uncertainty and ambiguity in daily business interactions. You need to avoid risk and seek predictability. Stability guides your decision-making and problem solving.

You tend to feel comfortable with clearly defined parameters and guidelines for actions and work activities. You expect the work environment to be stable and prefer for all of your tasks to be clearly defined. You tend to feel frustrated by situations in which there are significant irregularities, uncertainty, and change. Situations that are only loosely structured or entirely unstructured tend to be uncomfortable for you.

### Challenges

Your strong order orientation indicates that you tend to avoid risk and prefer higher levels of certainty and predictability in your work environment. You generally find it difficult to style-switch and accommodate a more flexibility-oriented approach, which embraces a greater tolerance for risk.

When working with people who have flexibility orientations, you may:

- Become frustrated with the lack of structure and predictability.
- Find their high tolerance for risk unproductive, irresponsible, and unprofessional.

To address these concerns, you may need to:

- Increase your adaptability to change in environments that are very dynamic.
- Become more comfortable with unknown quantities and unpredictable events.

However, you also may experience challenges when working with people who share your orientation.

When working with people who have very strong order orientations, you may:

- Become irritated at times by a seemingly excessive need to structure and plan what you perceive as minor details.
- Feel stifled by the need for predictability and certainty at times.

To address these concerns, you may need to:

- Increase your appreciation for and focus on detailed preparation before meetings, presentations, and negotiations.
- Emphasize the positive aspects of risk and change.

When working with people who have mild order orientations, you may:

- Feel that they sometimes seem unprepared for meetings and other business situations.
- Become irritated, insecure, and/or frustrated in some situations that are less predictable.

To address these concerns, you may need to:

- Adjust your expectations around stringent risk management in your work environment.
- Seek innovative and unconventional ways of doing things more frequently.

# Cultural Orientations

## Interaction Style

Orientations that impact how people tend to interact and communicate in the workplace

Fluid:	Loose definition of punctuality; actions determine time.
Fixed:	Precise definition of punctuality; time determines actions.
Being:	Focus on establishing personal, trusting relationships; emphasis on contemplation and reflection.
Doing:	Focus on accomplishing tasks; emphasis on action.
Indirect:	Implicit and/or mediated handling of conflict; emphasis on "saving face".
Direct:	Straightforward and explicit handling of conflict.
Instrumental:	Concentration on factual, detached, and dispassionate style.
Expressive:	Concentration on emotional and/or eloquent style.
Informal:	Emphasis on dispensing with etiquette, protocol and customs.
Formal:	Emphasis on adhering to etiquette, protocol and customs.
Particularistic:	Emphasis on difference, uniqueness and exceptions.
Universalistic:	Emphasis on the uniform application of rules, standards, processes and procedures.

## Thinking Style

Orientations that impact how people tend to process information in work situations

Multi-Focus:	Concentration on multiple tasks and/or relationships simultaneously.
Single-Focus:	Concentration on one task at a time; high commitment to schedules.
Past:	Emphasis placed on historical references and traditional ways of doing things.
Future:	Emphasis on projections and references to a distinct vision.
Low Context:	Reliance on explicit and precise communication of meaning.
High Context:	Reliance on implicit and tacit communication of meaning.
Inductive:	Preference for examples, experience and experimentation; reliance on inference.
Deductive:	Preference for theory, concepts and principles; reliance on abstract logic.
Linear:	Focus on the analysis of individual components and points rather than the whole.
Systemic:	Focus on the big picture and causal connections.

## Sense of Self

Orientations that impact how people tend to view identity and motivation in work situations

Control:	Value placed on operating with a sense of empowerment in the workplace.
Constraint:	Value placed on operating with a sense of restraint in the workplace.
Private:	Value placed on distance and clearly marked boundaries.
Public:	Value placed on proximity and overlapping, permeable boundaries.
Hierarchy:	Expectation of social stratification and differentiated power structure.
Equality:	Expectation of minimized social stratification and egalitarian power structure.
Collectivistic:	Focus on social affiliation; value placed on dependence; the "we" predominates over the "I".
Individualistic:	Focus on the "self"; value placed on independence; the "I" predominates over the "we".
Cooperative:	Value placed on quality of life and interdependence.
Competitive:	Value placed on material achievement and assertiveness.
Flexibility:	Emphasis on improvisation; value placed on risk-taking and tolerance for ambiguity.
Order:	Emphasis on rules and procedures; value placed on predictability and the minimization of ambiguity.



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