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<p><u>Individualist</u></p> <ul style="list-style-type: none"> • Privacy valued • Competition valued • The individual is praised • Loyalty to self and pursuit of own goals • If I am healthy and happy, then the group will benefit 	<p><u>Collectivist</u></p> <ul style="list-style-type: none"> • Identifies self within a more important group • Group decision making is valued • Individual praise is uncomfortable, even shameful • Group welfare is the goal (family, community, clan) • If the group is healthy and happy, then I will benefit
<p><u>Low Power Distance</u></p> <ul style="list-style-type: none"> • People are more or less equal or they deserve to be treated equally • Any status is largely based on perceived merit of accomplishments and character • Earned respect 	<p><u>High Power Distance</u></p> <ul style="list-style-type: none"> • Rigid hierarchies • Status matters • Status may be based on age, gender, income, family, general position of authority, etc.
<p><u>Direct Communication</u></p> <ul style="list-style-type: none"> • One means what one says • Does not keep one's feelings to oneself (positive or negative) • Little guessing of another's meaning 	<p><u>Indirect Communication</u></p> <ul style="list-style-type: none"> • What is said is not necessarily what one means • One must infer meaning • Being too direct is arrogant and sometimes shameful • 'Saving face' is valued

Low Uncertainty Avoidance

- Comfortable with risk
- Differences among individuals and groups more easily tolerated
- Less regulation/control over life's situations

High Uncertainty Avoidance

- Risk averse
- Differences within or outside groups not easily tolerated
- Conformity is comfortable

Universalism

- Egalitarian
- Fairness above all
- Comfortable working in absolutes
- Seen as legalistic

Particularism

- Favoritism based on in-group
- Goal is group harmony
- "It's who you know"
- Hierarchical society

Monochronic

- "Time is money"
- Punctual
- Values time, appointments, and productivity over people

Polychronic

- Relationships and spontaneity are drivers of one's time