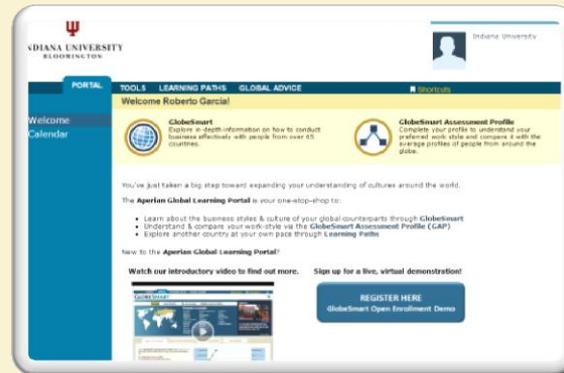


Using *GlobeSmart*

Online Global Business Tool



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<http://www.globesmart.com>

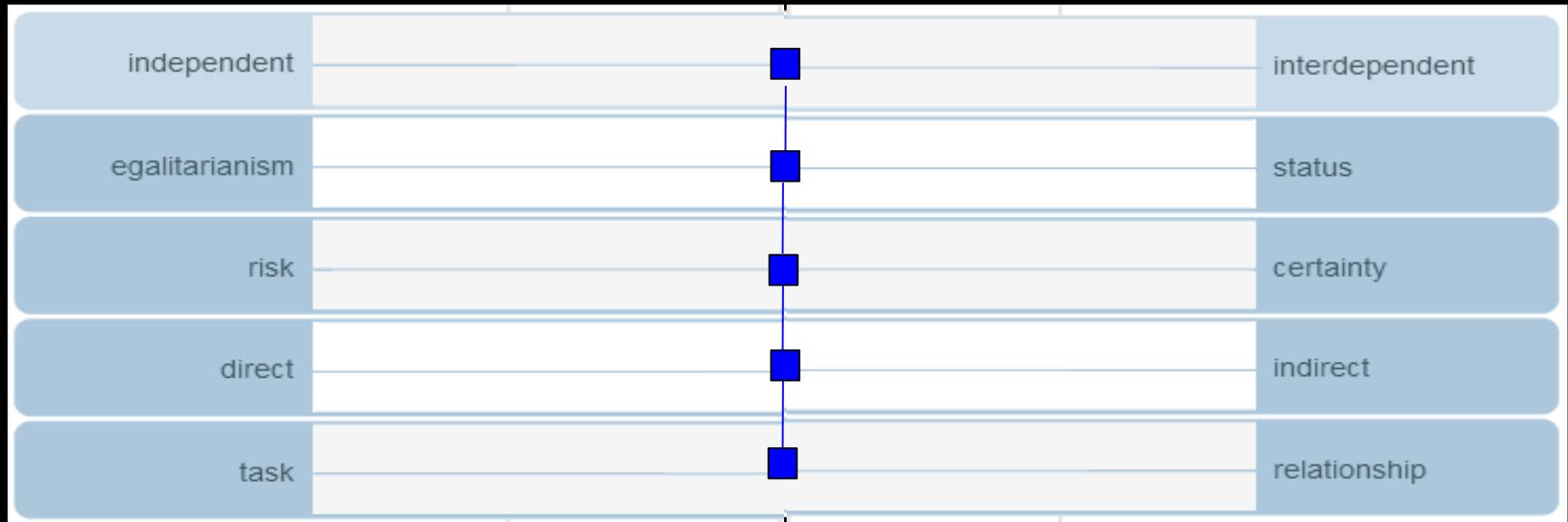
GlobeSmart Cultural Profile Dimensions



<p><u>Independence</u> Take more initiative individually; quick decision making style; openly express opinions; focus on personal achievements; Reward/recognize individuals</p>	<p><u>Interdependent</u> Collaborate with others; Focus on group goals and decision-making; Express opinions cautiously; Reward/recognize the group; appreciate protocol</p>
<p><u>Egalitarianism</u> Self-directed; flexibility in roles; OK to challenge opinion of superiors; treat everyone equally; downplay protocol and formality</p>	<p><u>Status</u> Do not challenge superiors; more formal dealing with junior staff; status and position matters/respected; behavior based on status</p>
<p><u>Risk</u> Demonstrate quick results; flexibility and initiative valued; speed valued over thoroughness</p>	<p><u>Certainty</u> Spend time on background research; processes & systems valued; thoroughness valued over speed</p>
<p><u>Direct</u> Say what you mean and mean what you say; More direct and to the point; openly confront difficulties; OK to disagree and give feedback</p>	<p><u>Indirect</u> Take care how something is said; avoid discussing difficulties; personal dignity/face saving matters; not OK to disagree publically; don't hurt any feelings</p>
<p><u>Task</u> Move quickly to business; stick to schedule on goals and objectives; relationships with colleagues and customers develop quickly; focus on achievements; OK to disagree and to criticize directly</p>	<p><u>Relationship</u> Trust-building comes first; relationships with colleagues and customers happen slowly over time; People more important than agendas; NOT OK to disagree and to criticize directly</p>

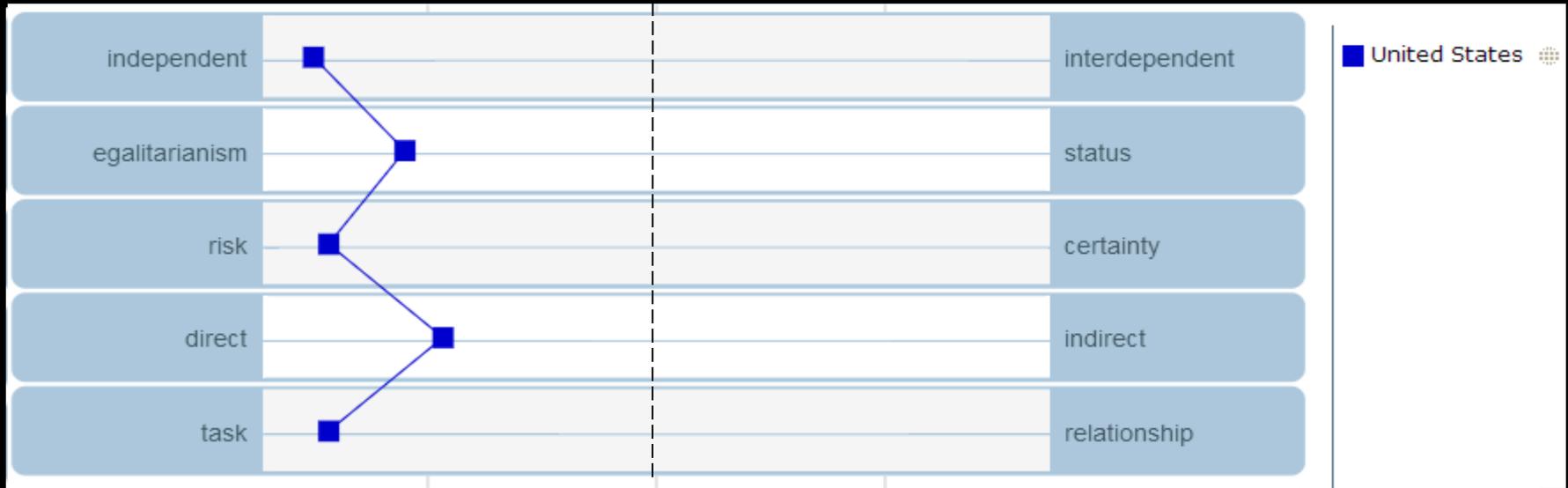


A Balanced Country Profile



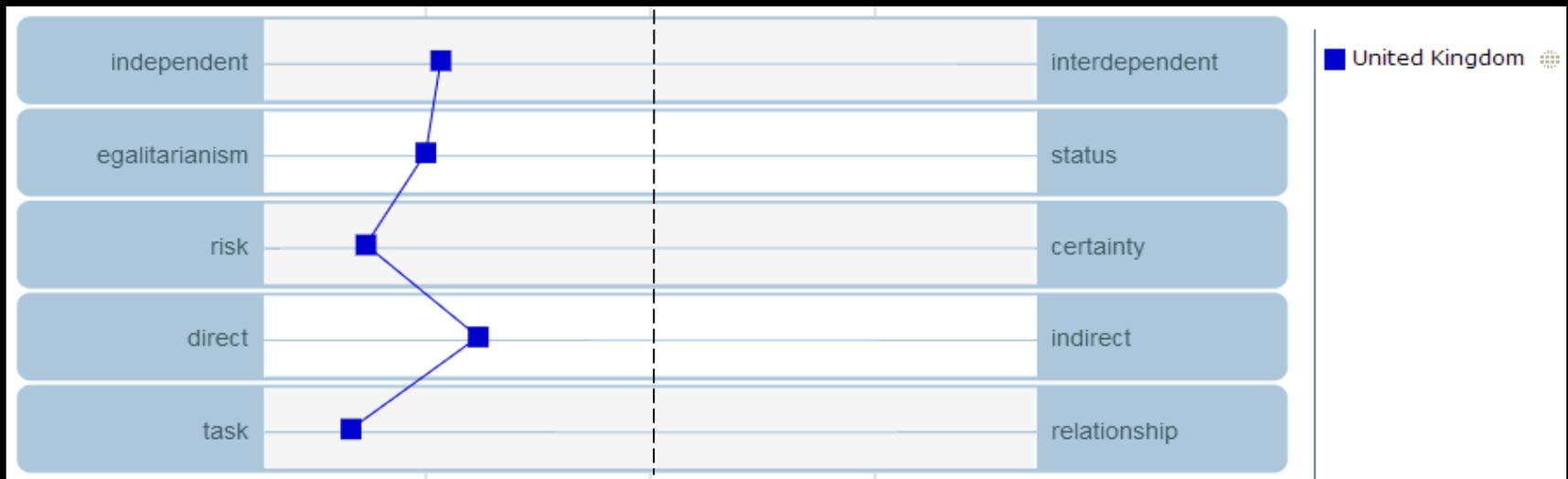


United States



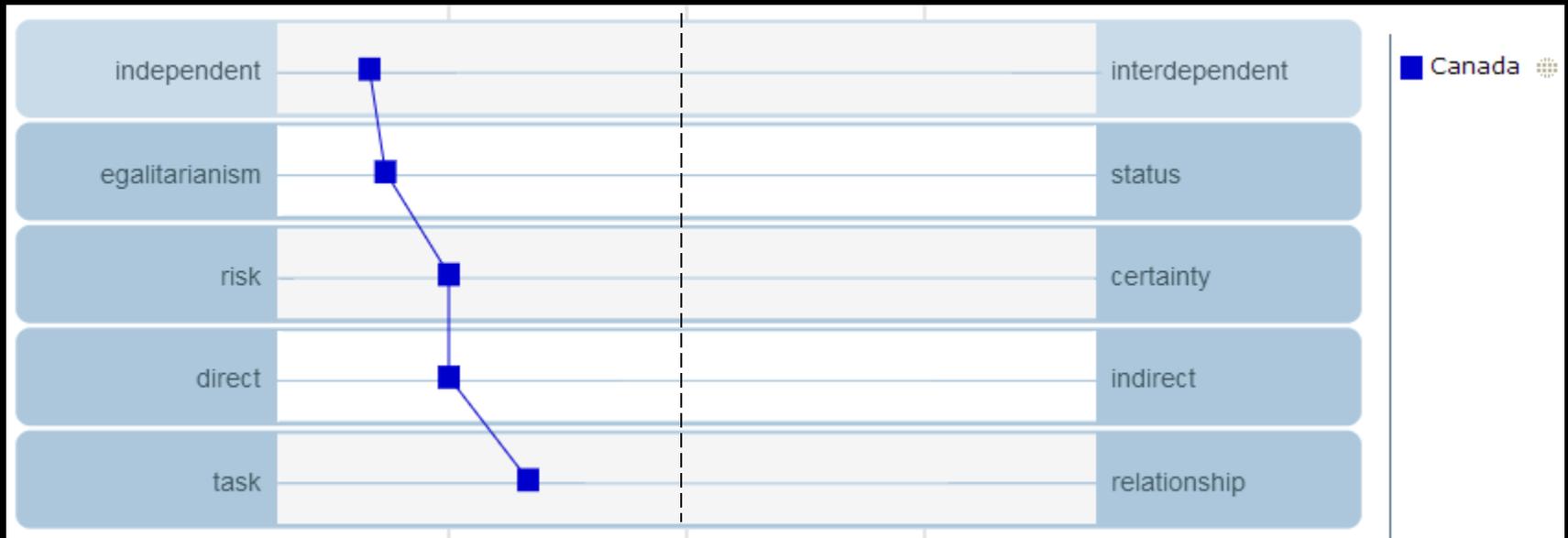


United Kingdom



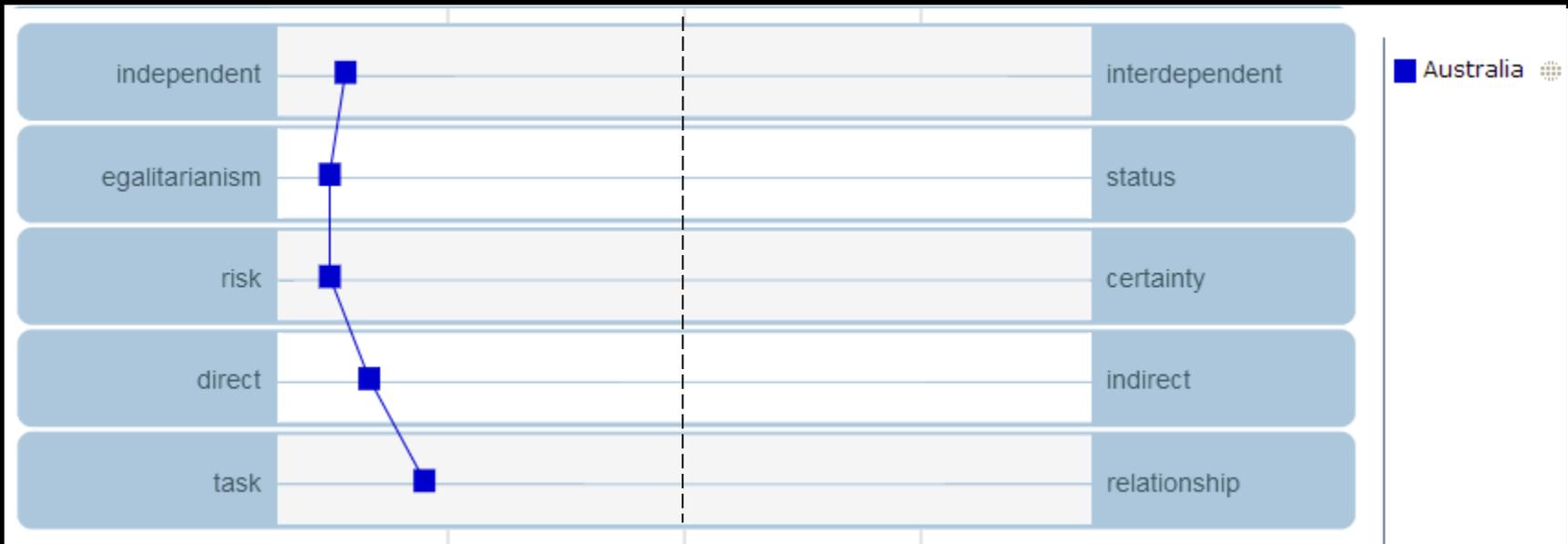


Canada



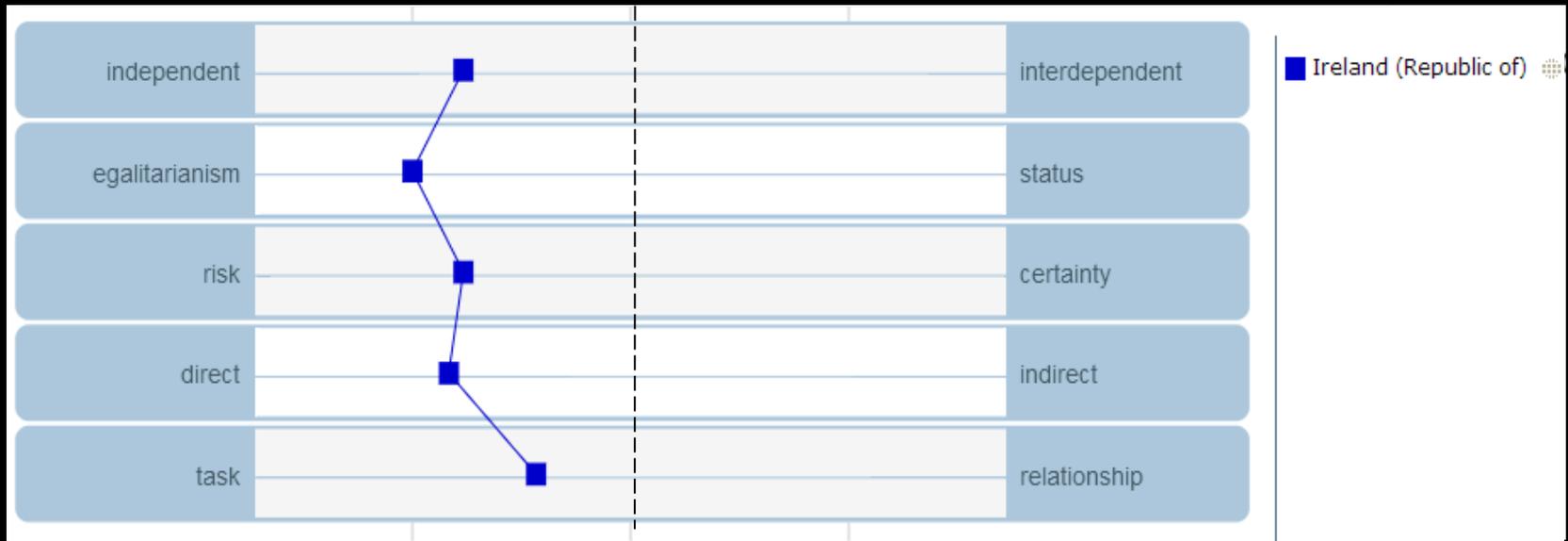


Australia



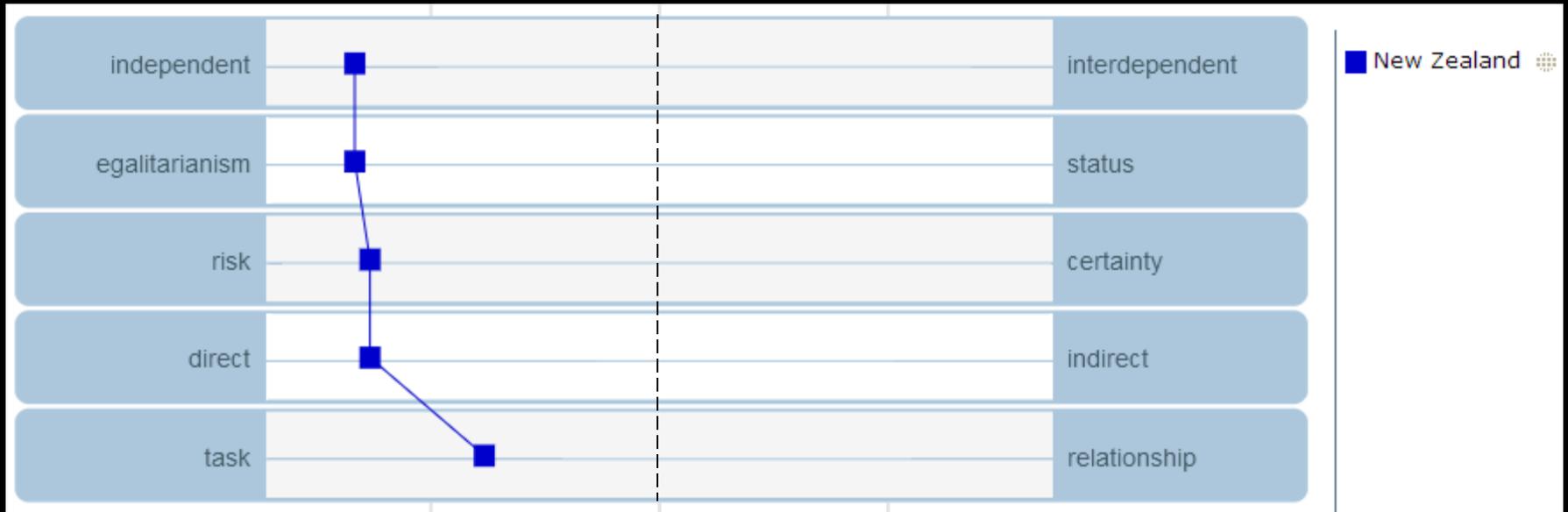


Ireland (Republic of)



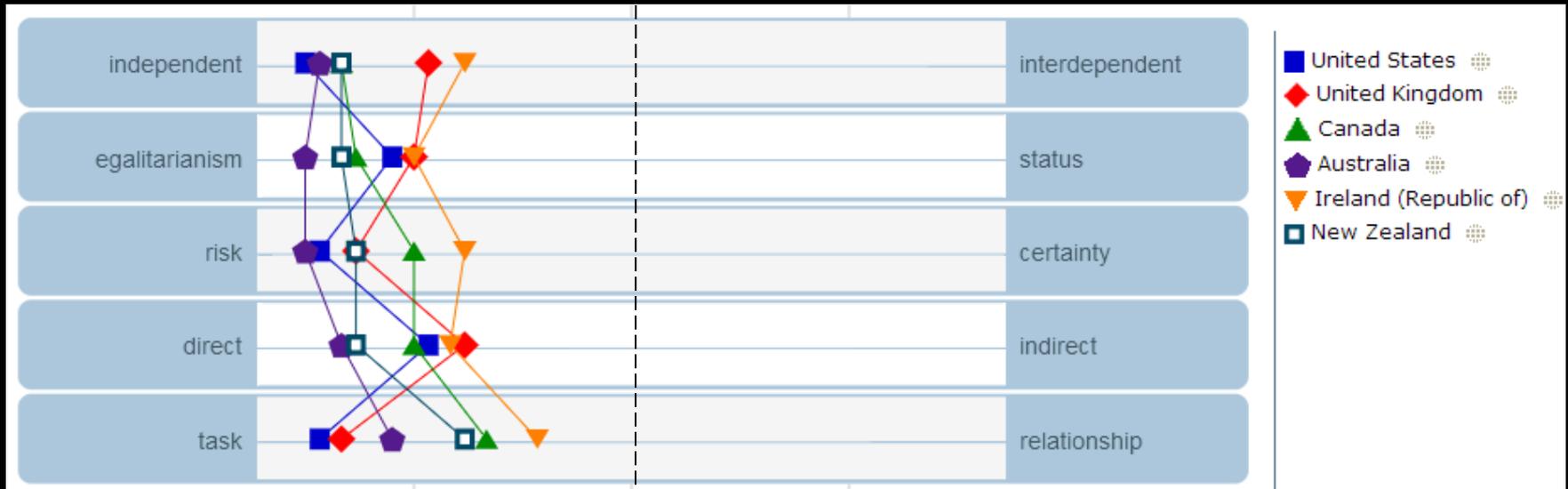


New Zealand



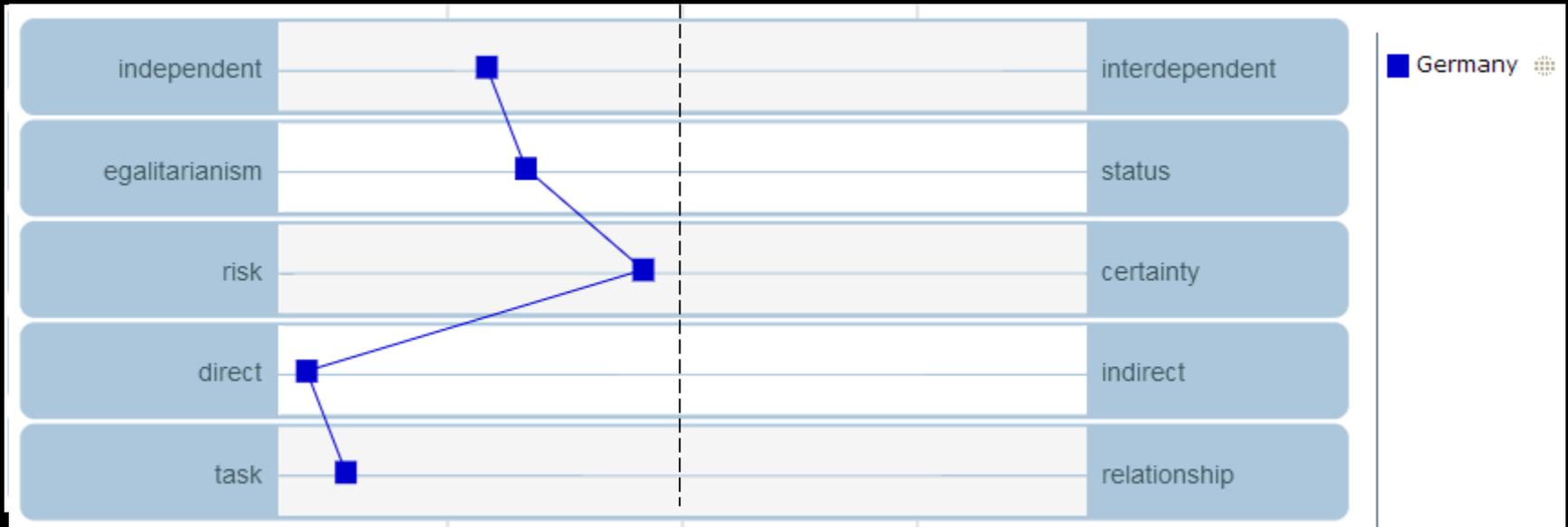


US, UK, Canada, Australia, Ireland, & New Zealand





Germany



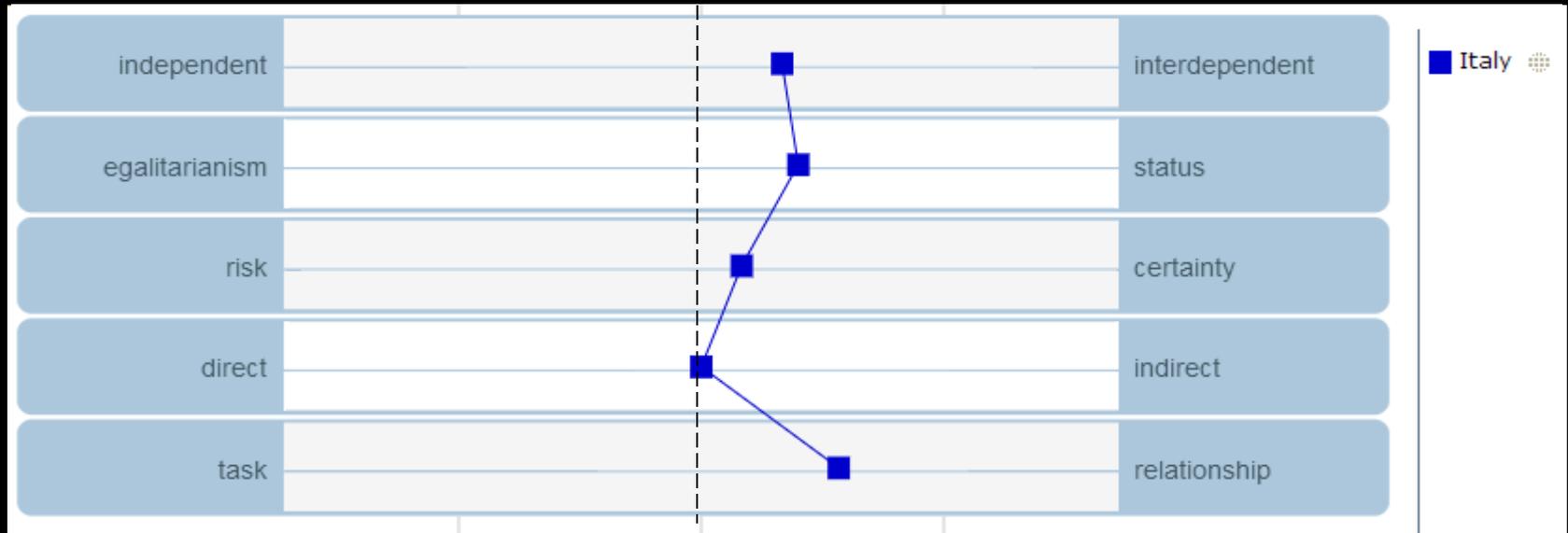


France





Italy



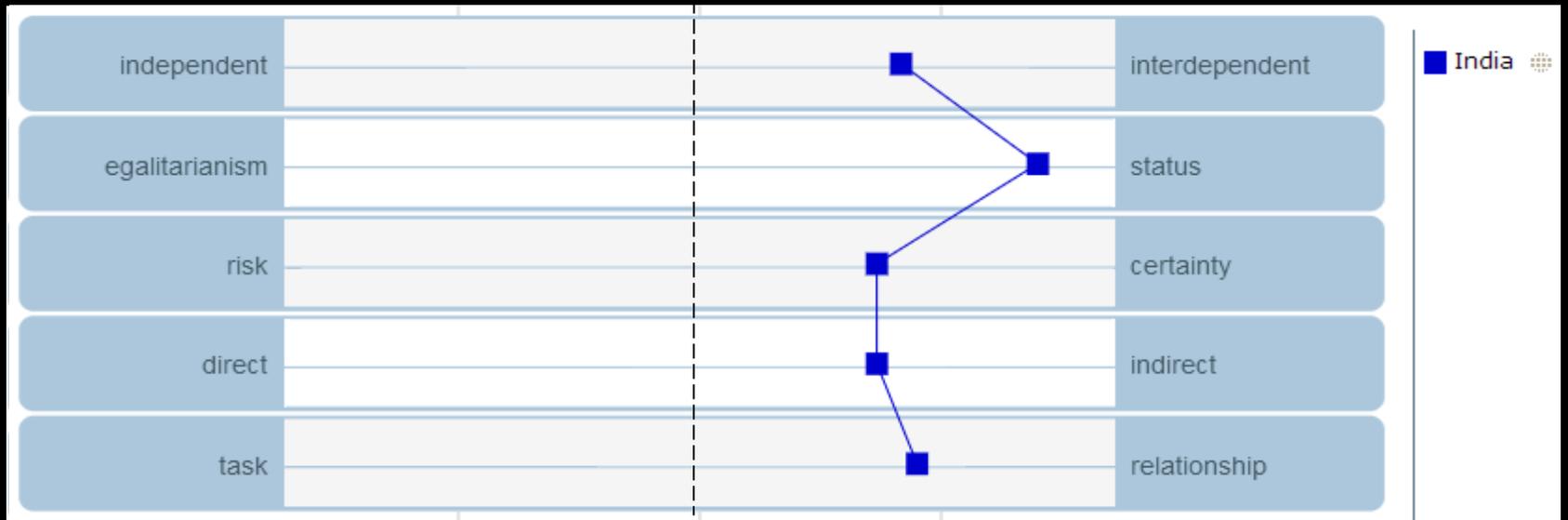


Mexico



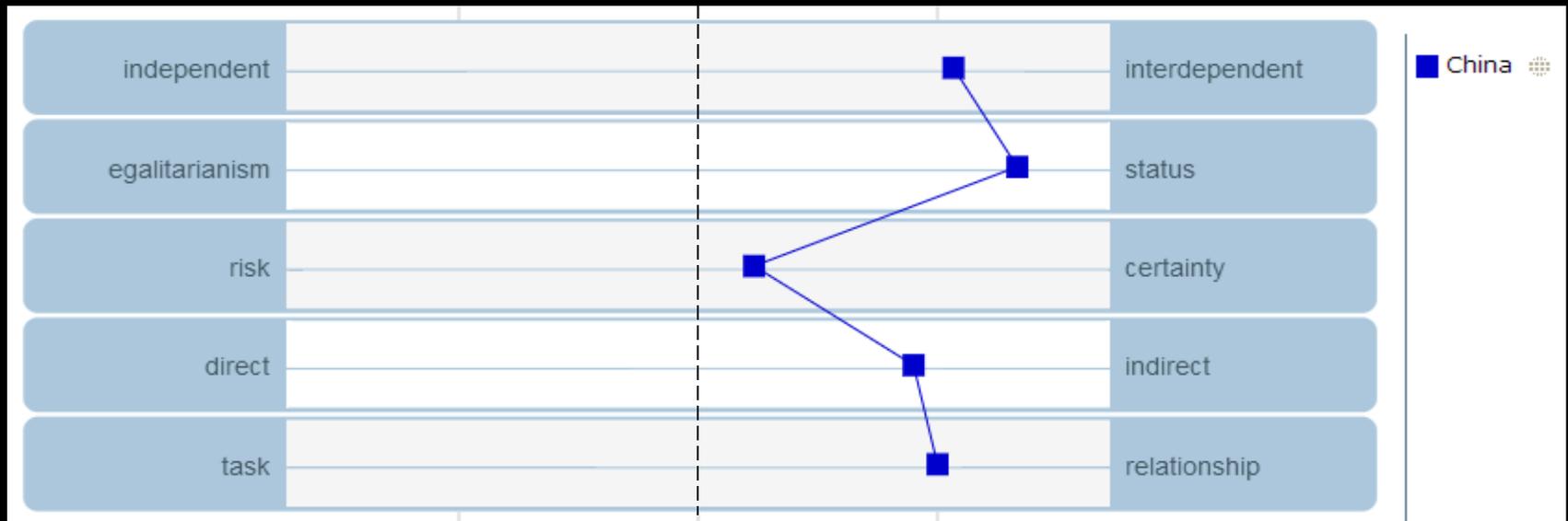


India



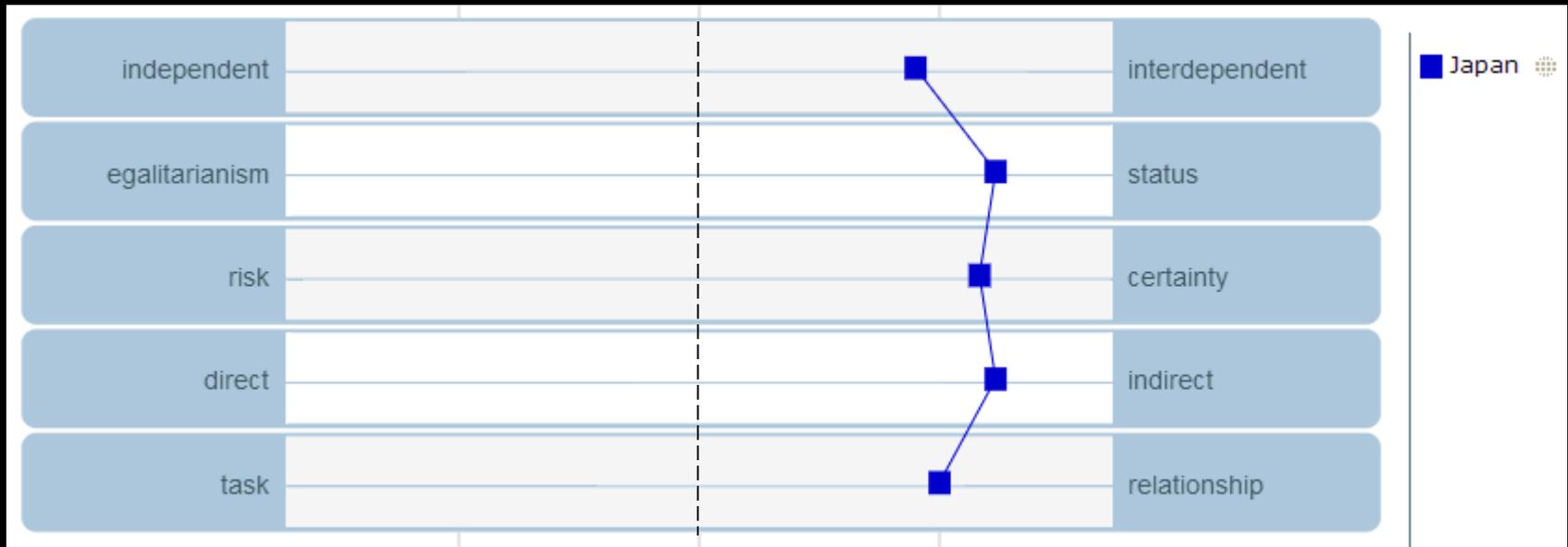


China





Japan



Latin America

(Former Spanish Colonies)



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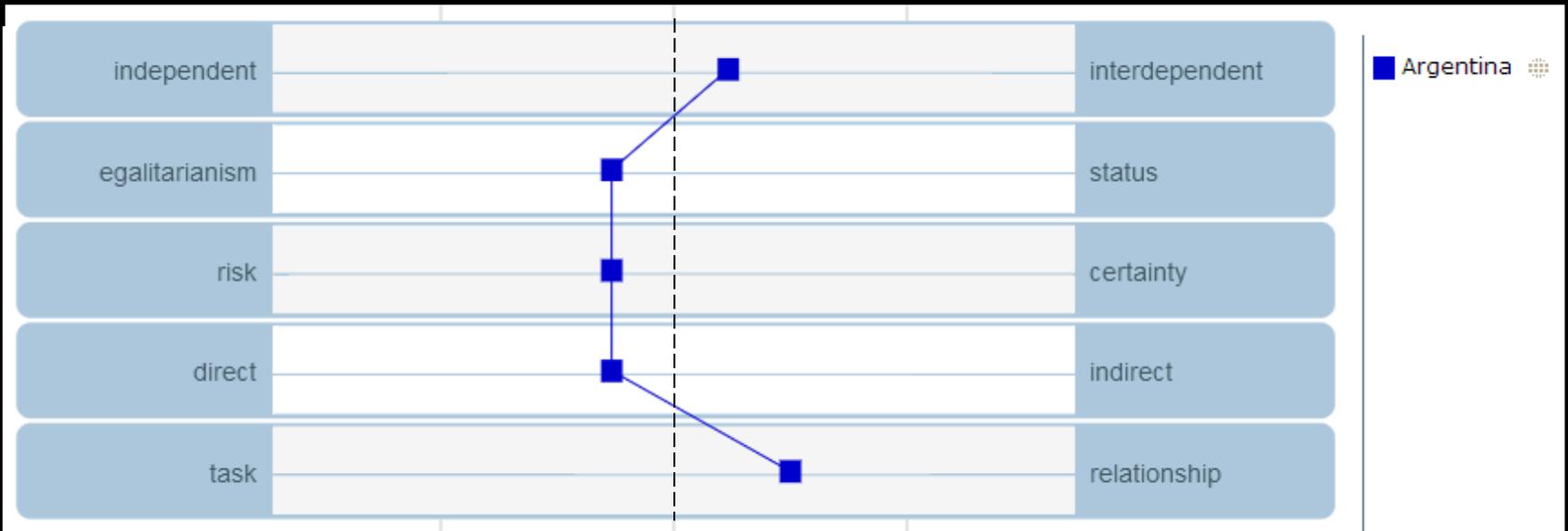


Spain



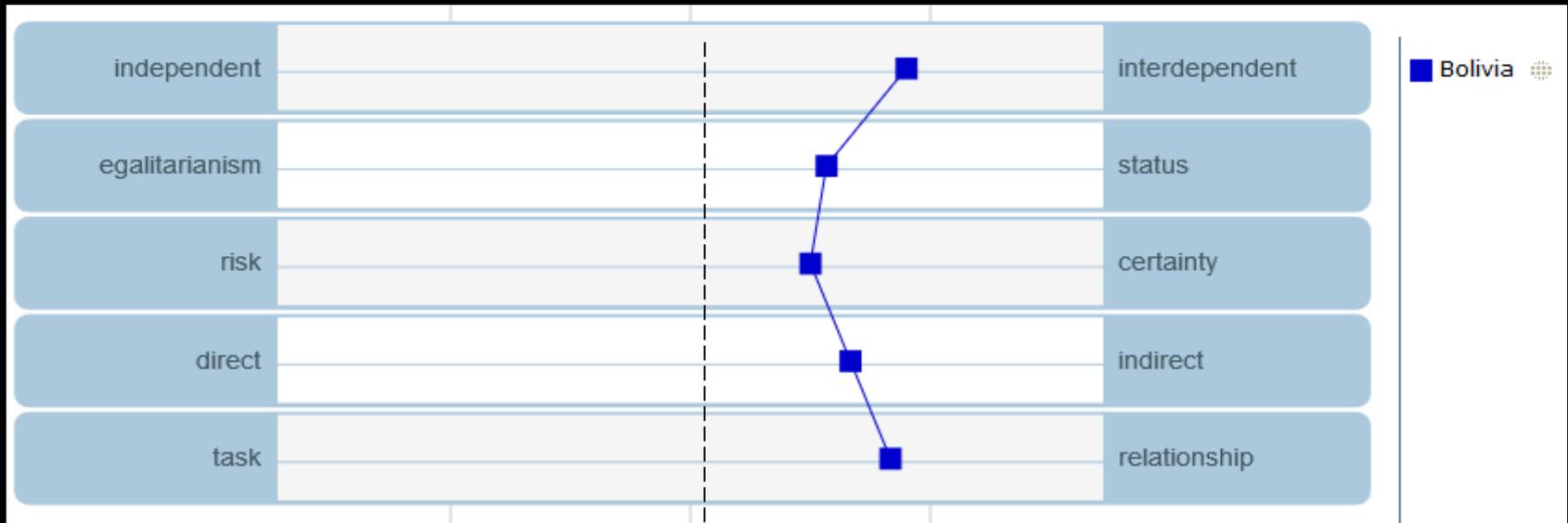


Argentina



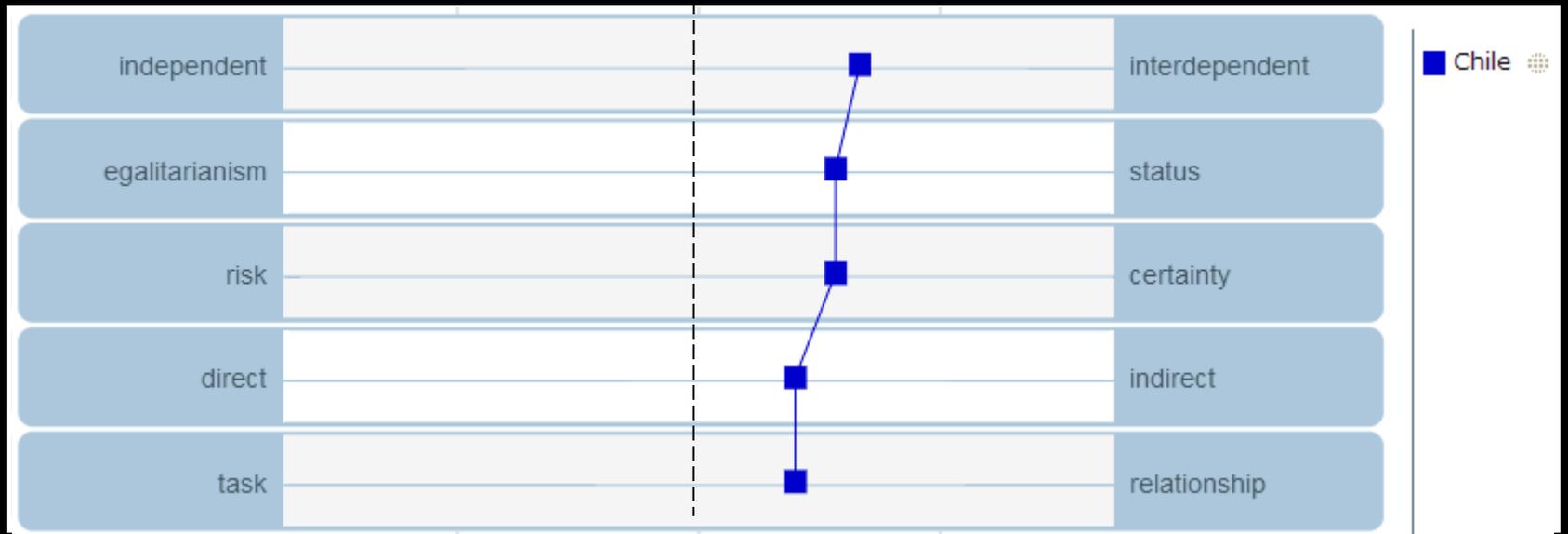


Bolivia



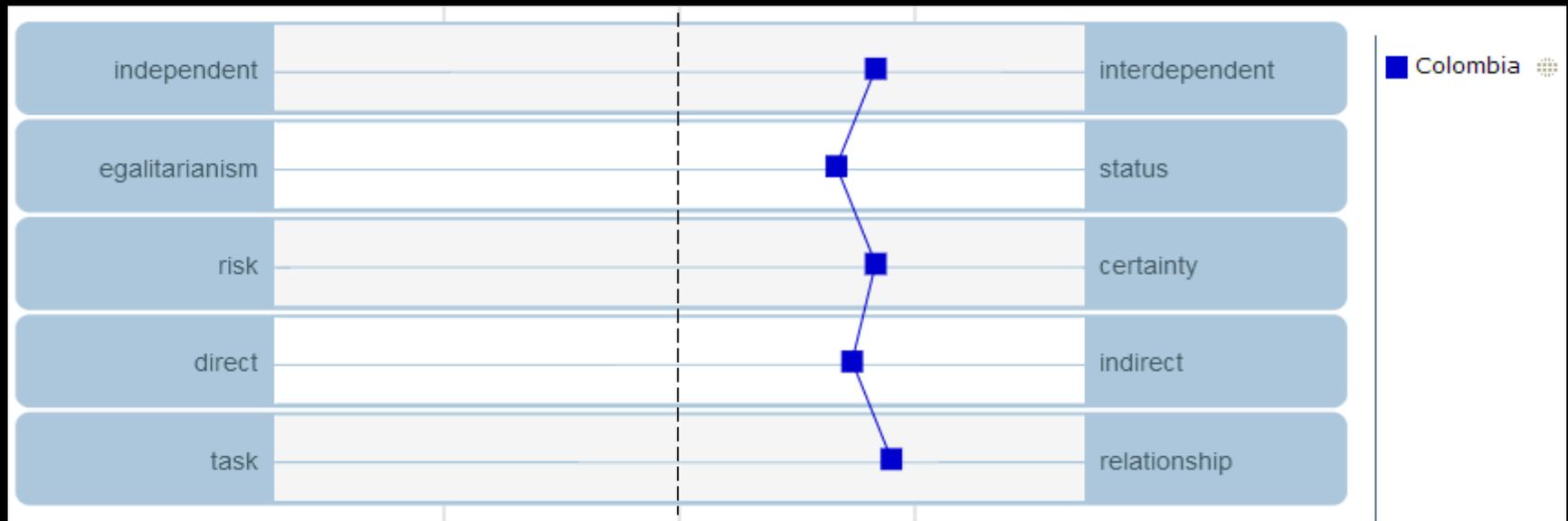


Chile



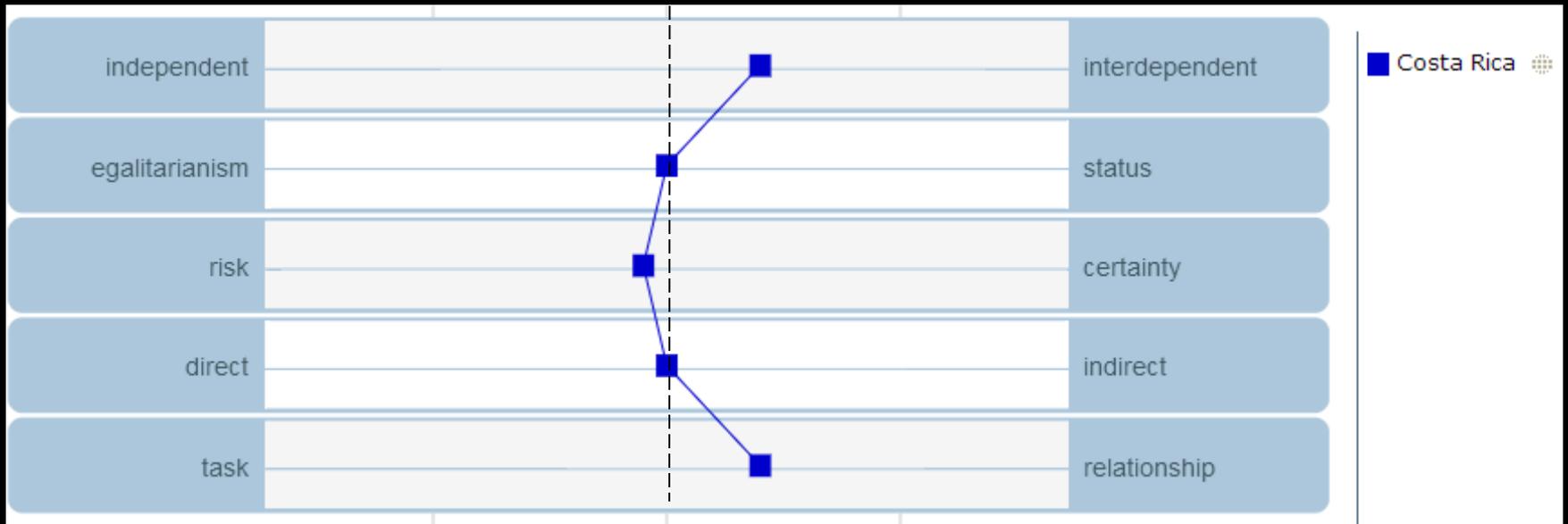


Colombia





Costa Rica





Dominican Republic



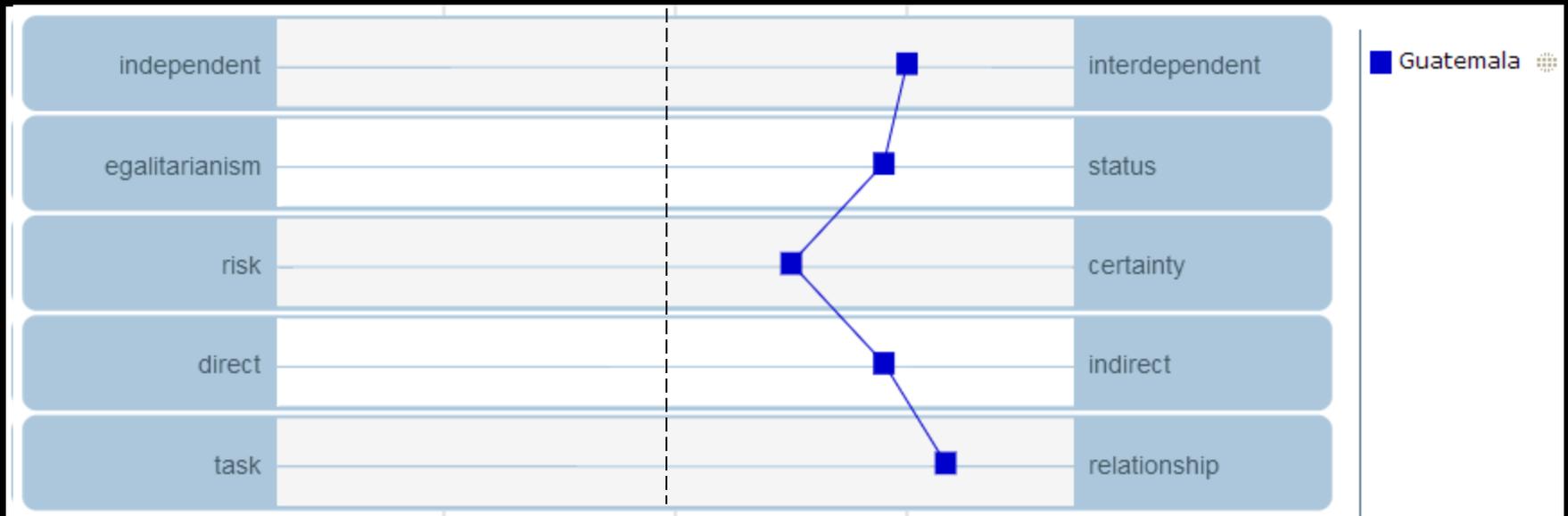


El Salvador





Guatemala



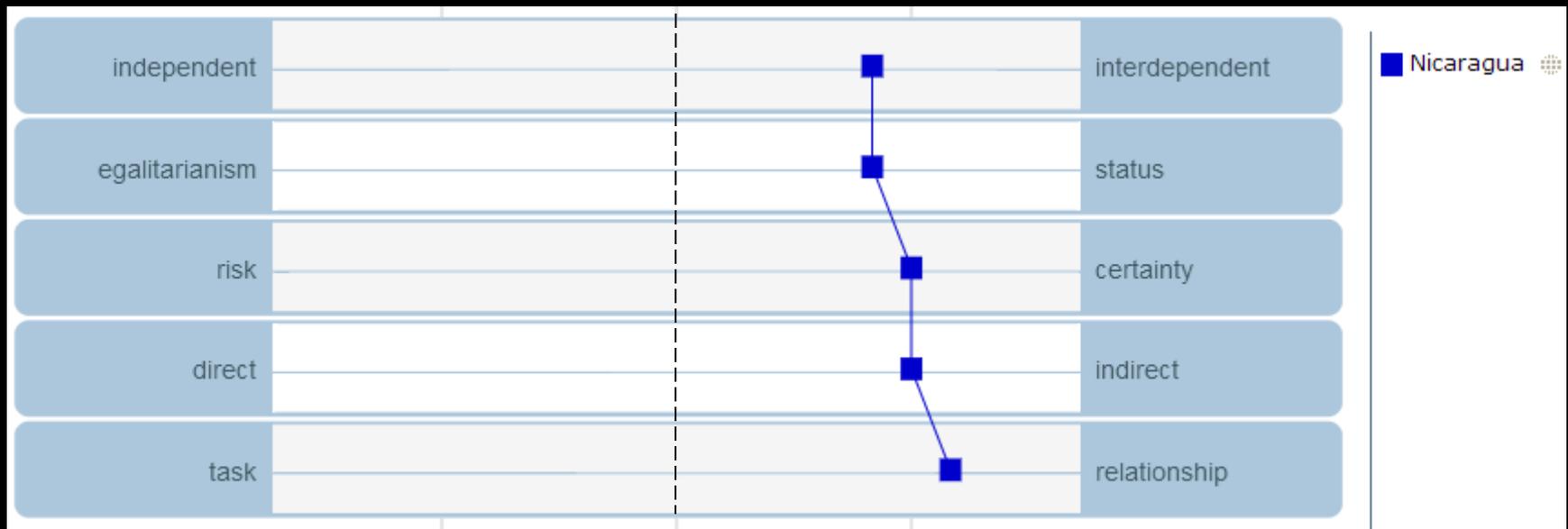


Mexico



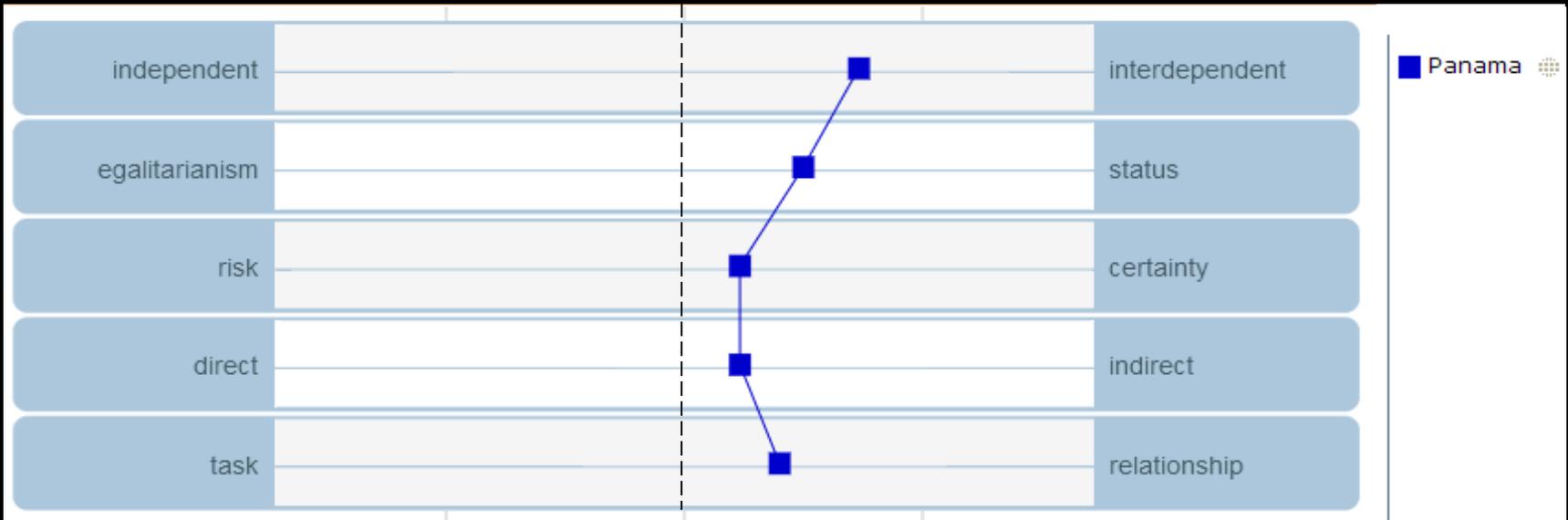


Nicaragua



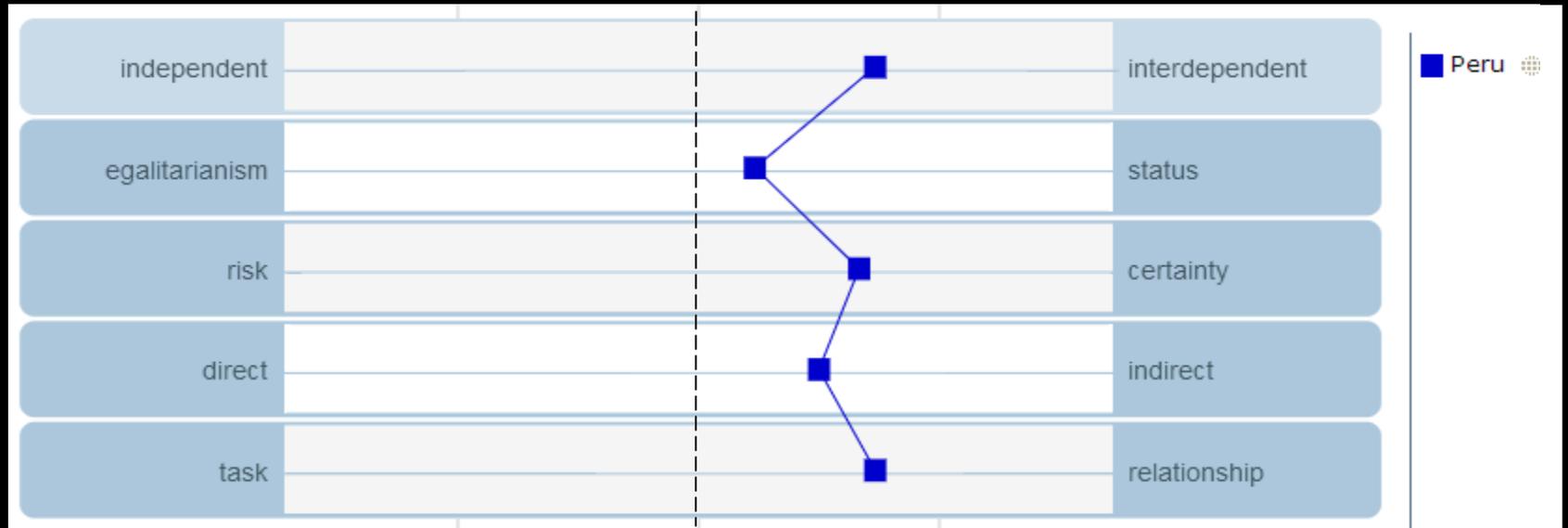


Panama



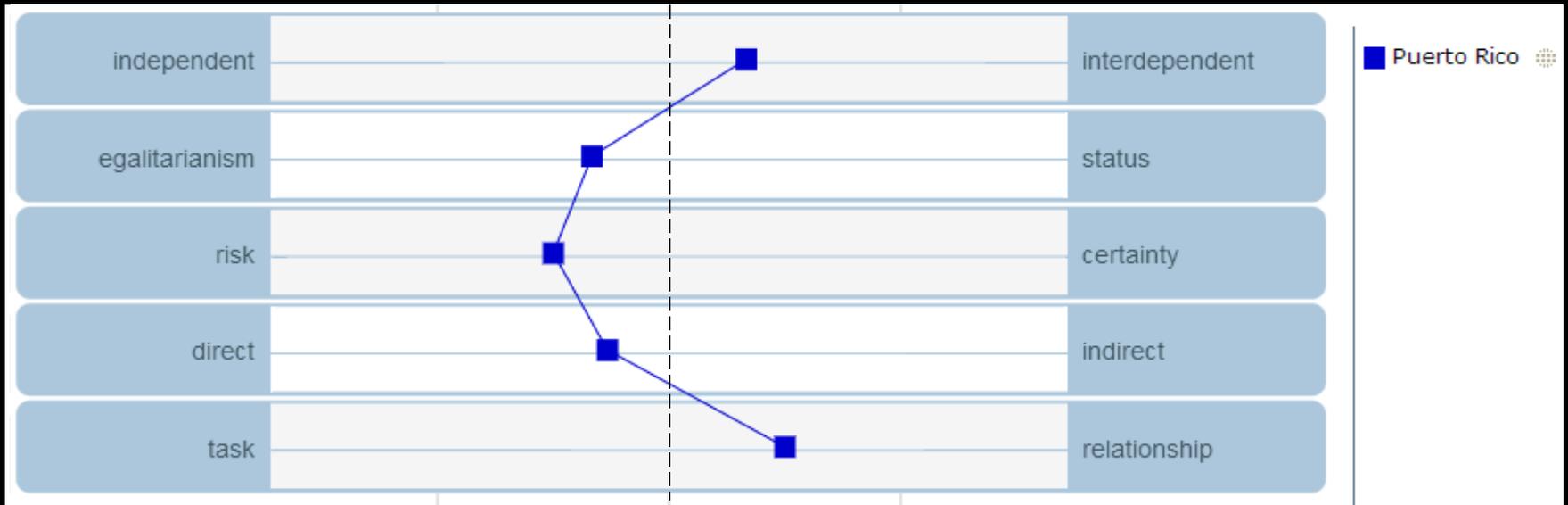


Peru



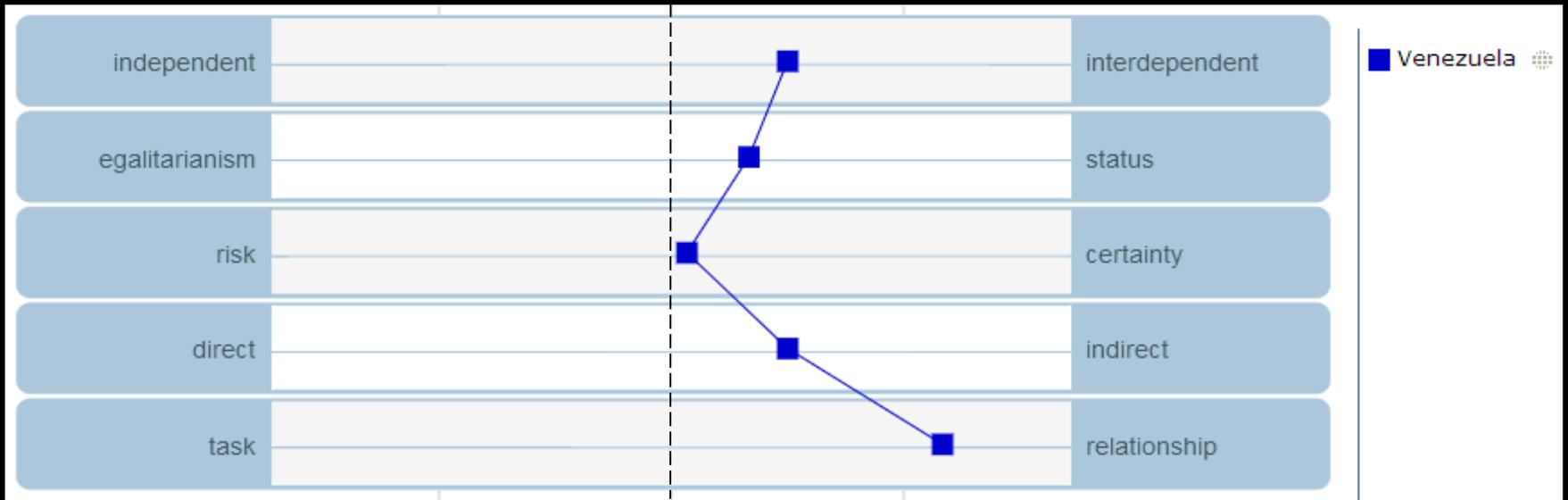


Puerto Rico



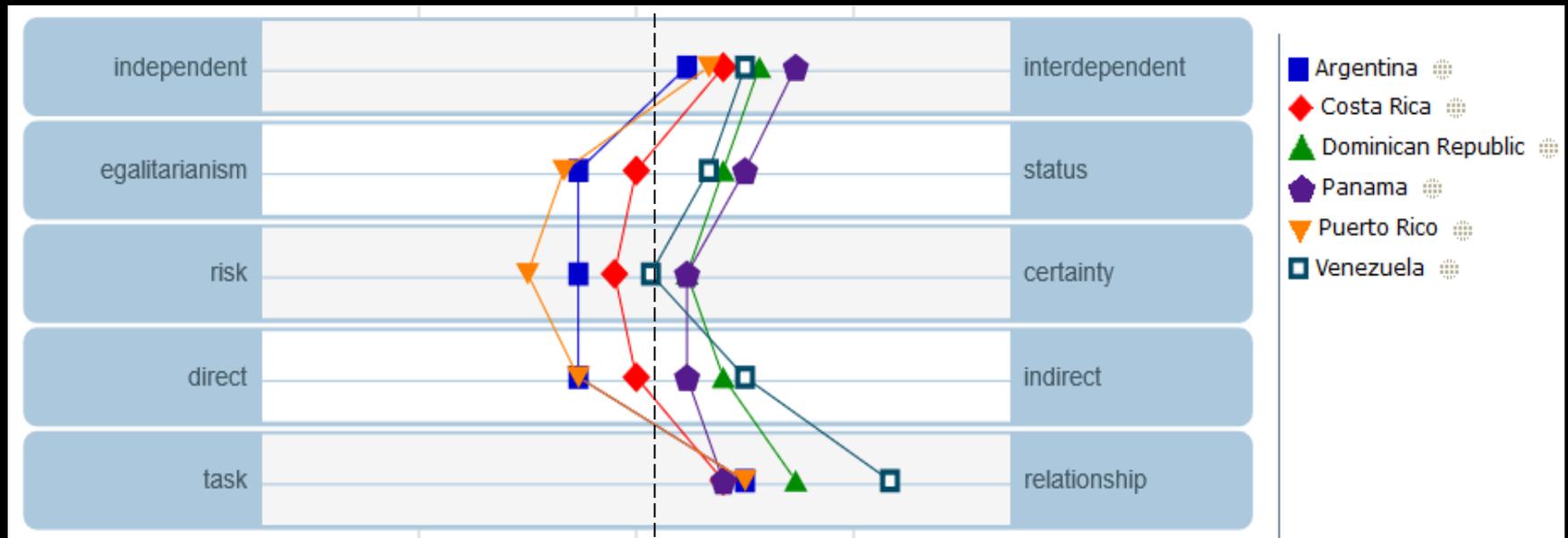


Venezuela



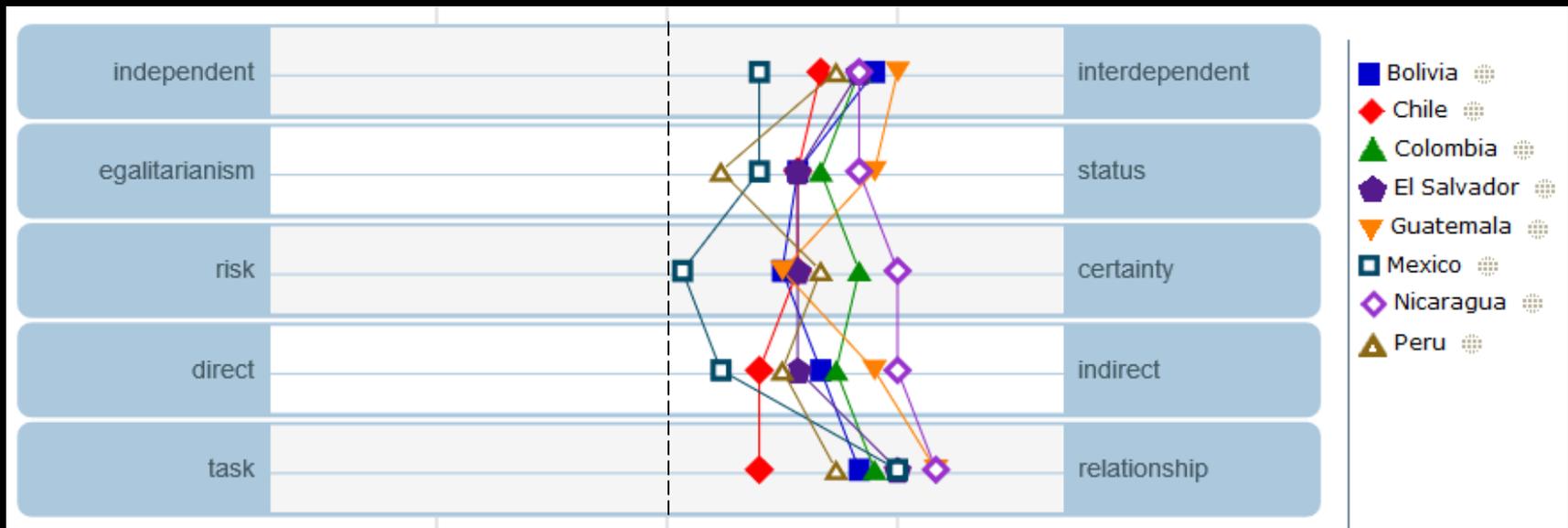


Argentina, Costa Rica, Dominican Republic, Panama, Puerto Rico, Venezuela (A)



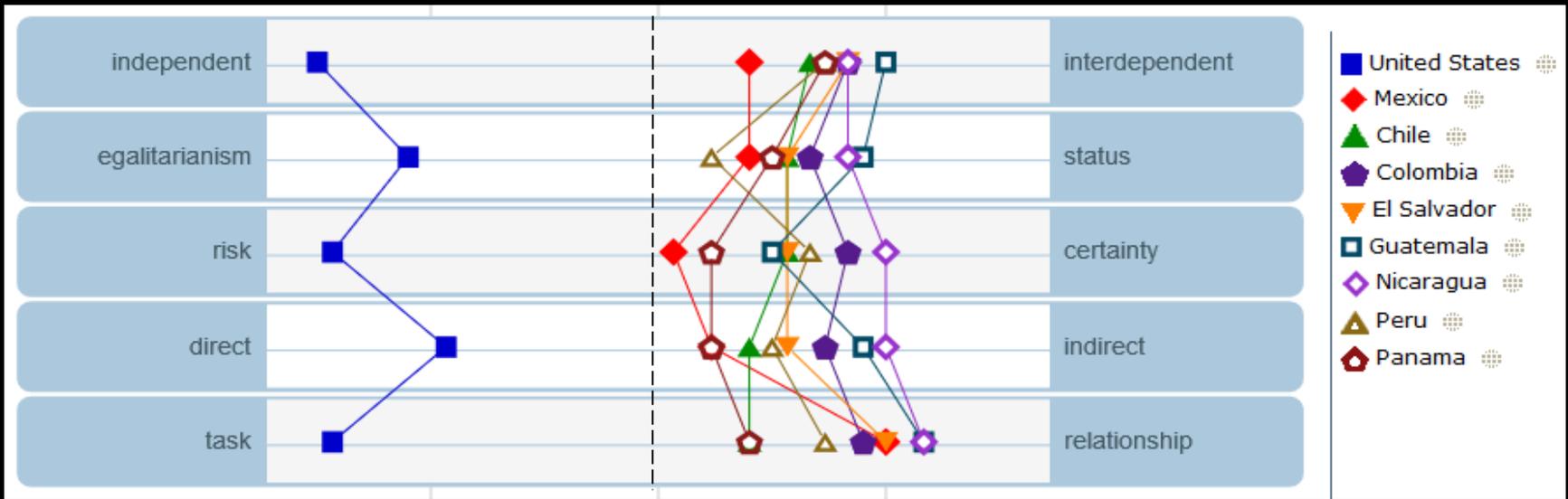


Bolivia, Chile, Colombia, El Salvador, Guatemala, Mexico, Nicaragua, Peru (B)





USA and Latin America



The End



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