



Independent

Inclusive Actions

Interdependent

- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer taking action on one's own

✓ *Provide clear behavioral guidance on how best to express disagreement with colleagues.*

- Be explicit about the decision-making process being used in each situation & acknowledge the value of different decision-making approaches.
 - Identify what “initiative” and “collaboration” mean in the context of team operations.
 - Clarify expectations about when consultation and input from other colleagues is appropriate.

- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups

✓ *Provide time to prepare for meetings and allow for consultation with colleagues or other stakeholders.*

Egalitarian

Inclusive Actions

Status

- Be comfortable challenging the views of superiors
- Be flexible about roles
- Treat everyone much the same
- Assume power and authority should be shared broadly among a group

✓ *Provide clear behavioral guidance on how best to give “face” to individuals and groups for whom status is important.*

- Clarify expectations about how much authority and autonomy team members have to take action and make decisions.
 - Be explicit about what the team leader does AND does not need to know about team operations and communication.
- Clearly identify internal and externally focused team protocols. If a client or stakeholder is more *Status-Oriented*, identify what protocols will be most effective with that group or individual. If a client or stakeholder is more *Egalitarian*, identify what protocols will be most effective with that group or individual.

- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt behavior depending on relative status
- Assume power and authority should be reserved for a few members of a group

✓ *Provide clear behavioral guidance on how best to challenge or push back with higher-status groups and individuals.*

Risk

Inclusive Actions

Certainty

- Prefer rapid decision-making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness

✓ *Provide clear behavioral guidance on how to demonstrate patience and respect for different approaches to decision making and work.*

- Clarify understanding of what “appropriate” or tolerable risk means in the context of team operations.
- Identify which roles and procedures are consistently applicable and what aspects of the work can be approached more flexibly.
- Establish team agreements around situations when a speedy response is required and when further research and consultation are necessary.

- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed

✓ *Provide clear parameters on how much “certainty” is in alignment with business realities and organizational priorities.*



Direct

Inclusive Actions

Indirect

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ▪ Come to the point quickly ▪ Be forthright in asking questions in most settings ▪ Be comfortable making requests, giving direction, or disagreeing with others ▪ Give negative feedback directly <p>✓ <i>Provide coaching on the value of Indirect communication in building relationships, giving, saving and maintaining “face.”</i></p> | <ul style="list-style-type: none"> • Be explicit about team norms regarding giving positive, constructive, and negative feedback. • Clarify expectations around what participation means in virtual and face-to-face interactions. <ul style="list-style-type: none"> • Manage turn-taking, balance speaking time to get the widest input. • Ensure all team members understand the value of open-ended questions and the multiple meanings of “yes” and “no.” <ul style="list-style-type: none"> • Establish a communication rhythm to provide a dependable pattern for exchanging information | <ul style="list-style-type: none"> ▪ Spend time explaining the context before coming to the point ▪ Avoid asking questions publicly ▪ Express disagreement in subtle ways ▪ Give negative feedback indirectly <p>✓ <i>Provide coaching on how others are interpreting Indirect communication particularly around the use of “yes” and the avoidance of “no.”</i></p> |
|---|---|---|

Task

Inclusive Actions

Relationship

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> ▪ Place high value on reaching goals and objectives on schedule ▪ Prioritize accomplishing tasks over maintaining relationships ▪ Focus on what people achieve more than whom they know <p>✓ <i>Provide clear behavioral guidelines on situations where Relationship-orientation would lead to positive business outcomes.</i></p> | <ul style="list-style-type: none"> • Balance task and relationship to create a positive team atmosphere. • Clarify the relationship expectations of all team members both at a face-to-face and virtual level. • Be explicit about different approaches to establishing trust and working relationships: <i>Task-oriented</i> individuals tend to focus on results and meeting time commitments; <i>Relationship-oriented</i> individuals tend to focus on the quality and length of time spent working together. | <ul style="list-style-type: none"> ▪ View time building relationships as key to achieving good results ▪ Prioritize maintaining relationships over accomplishing tasks on time ▪ Focus on who people know as much as what they themselves can achieve <p>✓ <i>Provide clear behavioral guidelines on situations where Task-orientation would lead to positive business outcomes.</i></p> |
|---|---|--|