CULTURE MAP EXERCISE

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1. Communication	Low Context																High Context
2. Evaluating	Direct Negative Feedback																Indirect Negative Feedback
3. Persuading	Principles First																Applications First
4. Leading	Egalitarian																Hierarchical
5. Deciding	Consensual																Top Down
6. Trusting	Task Based																Relationship Based
7. Disagreeing	Confrontational																Avoids Confrontation
8. Scheduling	Linear Time																Flexible Time

Adapted from Erin Meyer – The Culture Map

CULTURE MAP – Definitions

	Low Context	High Context
Communication	Good communication is precise, simple, clear and explicit. Messages are understood at face value. Repetition is appreciated if it helps clarify the communication.	Good communication is sophisticated, nuanced, layered, and implicit. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.
	Direct Negative Feedback	**Indirect Negative Feedback**
Evaluating	Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticising. Criticism may be given to an individual in front of a group.	Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative one. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticising. Criticism is given only in private.
	Principles First	**Applications First**
Persuading	Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion. The preference is to begin a message or report by building a theoretical argument before moving on to a conclusion. The conceptual principles underlying each situation are valued.	Individuals are trained to begin with a fact, statement, or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message or report with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.
	Egalitarian	**Hierarchical**
Leading	The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organisational structures are flat. Communication often skips hierarchical lines.	The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organisational structures are multi-layered and fixed. Communication follows set hierarchical lines.

	Consensual	Top Down
Deciding	Decisions are made in groups through unanimous agreement.	Decisions are made by individuals – usually the boss.
	Task Based	**Relationship Based**
Trusting	Trust is built through business related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.	Trust is built through sharing meals, evening drinks, and visits at coffee machines. Work relationships build up slowly over the longer term. I've seen who you are at a deep level. I've shared personal time with you, I know others well who trust you, I trust you.
	Confrontational	**Avoids Confrontation**
Disagreeing	Disagreement and debate is positive for the team or organisation. Open confrontation is appropriate and will not negatively impact the relationship.	Disagreement and debate is negative for the team or organisation. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.
	Linear Time	**Flexible Time**
Scheduling	Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organisation over flexibility.	Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability and flexibility is valued over organisation.