Tool & Example

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| **Cultural value monitoring: Tool** | | | | |
| **Value dimension** | **Assessment of the culture** | **Measure** | **Date** | **Responsible** |
| 1. **Power Distance** |  |  |  |  |
| 1. **Individualism vs. Collectivism** |  |  |  |  |
| 1. **Motivation Toward Achievement and Success** |  |  |  |  |
| 1. **Unvertainty Avoidance** |  |  |  |  |
| 1. **Long-Term vs. Short-Term Orientation** |  |  |  |  |
| 1. **Indulgence vs. Restraint** |  |  |  |  |

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| Cultural value monitoring - tool and example (retail company) | | | | |
| A Central European trading company (M) has acquired a Brazilian company (B) in order to develop the South American market. During the integration phase, cultural similarities and differences are monitored in order to ensure professional cooperation at an early stage. | | | | |
| Value dimension | **Assessment of the culture** | **Measure** | **Date** | **Responsible** |
| 1. Power Distance | * Strong hierarchy (B) versus participative, open approach (M) * Dominance of individual power circles (B) | Start of joint management development with a focus on change and culture | 30.04 | Berger |
| Definitive management decisions | 30.04 | Larcher / Rusoff |
| 1. Individualism vs. Collectivism | * So far, strongly individualistic characteristics in both cultures (B) and (M) * Collectivist attitude of younger employees in both companies | Special monitoring of younger employees and managers with regard to purpose and work-life balance (possibly conflict lines with the "old core workforce") | 30.06. | Miller |
| 1. Motivation Toward Achievement and Success | * Consistent culture in terms of focus on results, decisiveness... | - | - | - |
| 1. Unvertainty Avoidance | * Strongly conservative, past-oriented culture (M) * Great flexibility and a pronounced culture of change (B) | Joint development of a strategy for the future with representatives from (M) and (B) due to the potential for conflict | 30.09. | Chairmen of the Board |
| 1. Long-Term vs. Short-Term Orientation | * Traditional long-term thinking (M) versus short-term shareholder approach (B) * ... | ... | ... |  |
| 1. Indulgence vs. Restraint | * ... | ... |  |  |