

THE CULTURE MAP

By analyzing business challenges worldwide, **Erin Meyer** identified **8 cultural dimensions** that impact multicultural interactions and business outcomes.

LOW-CONTEXT

Messages are **explicitly expressed**. Good communication means being **clear, detailed, precise, and direct**.

COMMUNICATION



HIGH-CONTEXT

Messages are conveyed via **subtle signals**. Good communication means **reading between the lines**.

DIRECT NEGATIVE FEEDBACK

Cultures that are direct with negative feedback **share them honestly, frankly, and even bluntly**.

EVALUATING



INDIRECT NEGATIVE FEEDBACK

Those cultures deliver the feedback **subtly and diplomatically**.

PRINCIPLES-FIRST

Prefer to start with the **"why."** They **start by understanding the concepts** and build up to a conclusion.

PERSUADING



APPLICATIONS-FIRST

Prefer to start with the **"how."** They **usually begin with a conclusion, solution, or opinion**.

EGALITARIAN

In egalitarian cultures, **bosses and subordinates have little or no distance**.

LEADING



HIERARCHICAL

Status is important. A great boss **leads from the front and maintains some distance from subordinates**.

CONSENSUAL

People from different groups/levels are **consulted to reach an unanimous agreement**.

DECIDING



TOP-DOWN

Decisions are usually made by leaders and followed without challenge.

TASK-BASED

Trust is built when **people like working with you and see that you consistently deliver quality work**.

TRUSTING



RELATIONSHIP-BASED

Trust is built when **people know you personally (or know others who trust you)**.

CONFRONTATIONAL

In confrontational cultures, **open debates are encouraged for creativity and sound decisions**.

DISAGREEING



AVOIDANT

In confrontation-avoiding cultures, the **priority is to preserve group harmony**.

LINEAR-TIME

Approach tasks **sequentially, finishing one task before starting the next**. They value **order**.

SCHEDULING



FLEXIBLE-TIME

Flexible-time cultures **approach tasks fluidly, adjusting as circumstances change**.