



WEBCUE RESULTS

Examples of Dilemmas from participants, grouped according to the Seven Dimensions of Culture.



01

Universalism versus Particularism

02

Individualism versus Communitarianism

03

Neutral versus Affective

04

Specific versus Diffuse

05

Achievement versus Ascription

06

Sequential versus Synchronic

07

Internal versus External Control

Examples of dilemmas from participants by dimension

On the one hand	On the other hand
Universalism	Particularism
We need to align processes to ensure standardization	while need to use processes adopted to and relevant to local situations.
we have to be global	we are struggle with local culture
need standard processes and policies for cost, efficiency and fairness	can't live with one size fits all, need flexibility
We need to be strategic and focus on overall organization direction and global reach	We need to be decentralized and efficient in responding to local needs and expectations

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Examples of dilemmas from participants by dimension

On the one hand	On the other hand
Internal (push)	External (pull)
Employees may spend much time on routine duties and clearances before acting on an issue.	Yet they are expected to service clients more and to respond quicker.
the best experts are recruited	they do not further develop to best serve the clients
obligation is to our employees and their families safety in times of emergency	the client demands are most urgent in times of crisis
We have expertise at the internal level	But instead of encouraging local input, we move people from HQ to the field to "implement" or to be closer to clients
being close to the clients makes them lose objectivity since they become too attached to their clients.	globalizing processes will allow the company to be closer to our clients, get more familiar with the language and culture they are dealing with and respond to immediate needs.