

RESEARCH BASIS OF CULTURAL VALUES

MEASURING INDIVIDUAL CULTURAL VALUE ORIENTATIONS

In addition to providing assessment and feedback on cultural intelligence (CQ), the Cultural Intelligence Center provides assessment and feedback on ten individual cultural value (CV) orientations. Going beyond the prior fragmented research on cultural values, The *Cultural Values Profile* integrates research on cultural values and provides participants with feedback on their personal value preferences.

DEVELOPMENT OF THE *CULTURAL VALUES PROFILE*

We compiled a list of ten cultural value preferences based on our integration of academic research conducted by scholars throughout the world. Based on a comprehensive review of the literature, we created a composite list of individual cultural value orientations drawn from cultural value frameworks advanced by different research teams—including for example, Ang et al., 2003; Bluedorn et al, 1999; Bond et al., 1982; Dorfman & Howell, 1988; Gelfand et al., 2011; Hall, 1959, 1989; Hofstede, 1984, 2011; House et al., 2004 (GLOBE); Kirkman et al., 2006, 2017; Kluckhohn & Strodtbeck, 2002; Leung et al, 1995, 2005; Matsumoto et al., 2008; Nardon & Steers, 2009; Schwartz, 2006; Triandis, 1989, 2018; Trompenaars & Hampden-Turner, 1998; Wagner & Moch, 1986; and others.

We reviewed existing definitions of cultural values and adapted them so they focused on the individual level and were relevant to organizational contexts. Consistent with contemporary research practices, we focused on one specific preference for each cultural value (unidimensional scales) and adapted existing measurement items to represent easily understood statements about individual preferences. Given the unidimensional focus of each preference, we used two items each to keep the scale short and manageable. For example, the items related to Individualism vs. Collectivism focus on the preference for working independently vs. working as part of a group. We acknowledge that research has identified other dimensions of Individualism vs. Collectivism (such as harmony, loyalty to family, uniqueness, and competitiveness) but we focused our approach on a specific dimension that has special relevance to organizations.

INDIVIDUAL VS COUNTRY LEVEL

A fundamental assumption behind our research on cultural values orientations is the importance of variability in cultural values *within* national cultures and *within* social groups (for example, based on characteristics such as ethnicity, age, gender, occupation, etc.). Thus, the feedback on cultural values is at the individual level and represents personal preferences. This allows participants to compare their personal preferences with the preferences of others.

GLOBAL CLUSTER RATINGS

The *Cultural Values Profile* also provides individuals and groups with the typical cultural value orientations of the ten largest cultural groupings in the world (global clusters). These clusters are based on the research of Ronen and Shenkar, 1985 and provide a more useful comparison point than ratings that describe entire countries as having the same cultural value orientations. Consistent with our assumptions about diversity within culture, we stress the point that these profiles represent typical cultural value preferences in specific clusters but that there is variation within every cluster. In addition, we note that the countries associated with these clusters are *not* the clusters themselves. They are simply places where you are likely to find a strong presence of this cultural cluster.

Understanding typical cultural values in the different clusters provides an initial starting point for thinking about preferences that might be encountered in that cultural cluster. In addition, comparison of personal cultural value preferences with typical preferences for specific cultural clusters helps people anticipate possible similarities and differences in preferences they may encounter in a specific cluster. See *Expand Your Borders* (Livermore, 2013) for more information on the global clusters.