

Mapping your Family Culture

Step One: *In blue or black ink, how do you rate yourself? For each item, please circle the number that best shows where you are on the spectrum between Individualistic and Collective Harmony.*

Step Two: *In red ink, if you are a member of the rising generation, how would you rate your parents/the current generation of your family? If you are a member of the current generation, how would you rate your children/the rising generation of your family?*

Step Three: *Where there are differences, what actions can you take to adapt to bridge the gap?*

	INDIVIDUALISTIC CULTURE						COLLECTIVE HARMONY CULTURE
PRIMARY PURPOSE OF THE FAMILY	Develop individuals to lead fulfilling lives.	1	2	3	4	5	Maintain family relationships; fulfil obligation to sustain harmony and respect tradition within the family.
IDENTITY	Created predominantly by oneself.	1	2	3	4	5	Derived from the family and subservient to the family.
HIERARCHY	Limited hierarchy based on generation and birth order during childhood; adult family members are essentially equal.	1	2	3	4	5	Hierarchical decision making and relationships; individuals are to respect their place within their family.
TRUSTING	Task based. Based on performance and reliability when called upon.	1	2	3	4	5	Relationship based. Built through connection of relationships, affiliated groups/families.
COMMUNICATING	Direct, independent of context. Business operations and agreements are rational, task based, explicit and orientated to work performance.	1	2	3	4	5	Indirect, dependent on context. Ambiguous and indirect in order to preserve face and not bring shame or embarrassment to anyone.

	INDIVIDUALISTIC CULTURE						COLLECTIVE HARMONY CULTURE
EXPRESSION OF EMOTIONS	Direct, rational; not supposed to be overly emotional, especially in business.	1	2	3	4	5	Emotion is controlled and to be demonstrated through action, not expressed directly.
LEADING	Egalitarian.	1	2	3	4	5	Hierarchical.
EVALUATING	Gives negative feedback directly.	1	2	3	4	5	Gives negative feedback obliquely.
PERSUADING	Prefers to hear practical applications first.	1	2	3	4	5	Prefers to hear concepts and principles first.
DISAGREEING	Able to confront directly.	1	2	3	4	5	Avoids confrontation.
DECIDING	Consensual. Principle of everyone has a right to be heard; greater prevalence of collaborative or consensus decisions; decisions are supposed to be fair to everyone; "one voice one vote".	1	2	3	4	5	Top down. Family members respect elders who are responsible for developing wisdom; leaders are to act responsibly and wisely on behalf of the family.
BASIS FOR DECISIONS	Analytical, data driven approach to decisions; timeliness and action are prized.	1	2	3	4	5	Wisdom of tradition and traditional principles are used to overcome conflicts; long term focus; patience in problem-solving.
TRANSPARENCY, SHARING OF IDEAS	Transparency about family business is advocated; general ethic is to speak up and share one's ideas; innovation and new ideas are valued democratically.	1	2	3	4	5	Little transparency; business details are held by leader, not shared; speaking up by family members is discouraged; feelings are kept hidden or revealed indirectly.
SCHEDULING	Relies on exact, linear time.	1	2	3	4	5	Is relaxed and flexible about time.

This worksheet is based on the book Cross Cultures, How Global Families Negotiate Change Across Generations by Dennis T. Jaffe and James Grubman