**Th Personal Cultural Profile (Tomalin B, & Nicks M, 2010)**

This is one way and tool to understand your business style. Ten major areas are listed. For each category, there is a word or phrase on each side. The middle square represents a minimal approach and the far left and right an extreme one. You can chart your personal cultural profile by putting a cross in the square that represents your attitude in each row. If you are unsure about the way you handle in a particular category, put the cross in the middle. When you finish the chart, join the crosses with a line. It will trace a zigzag path down the page

**The personal culture profile (give your name here)**

1 Communication style

Direct indirect

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2. Working style

Formal informal

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3. Discussion style

Fast moving slow and measured

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4. Business and attitude

Progressive traditional

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5. Leadership and style

Flat vertical

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6. Business and relationship

Relationship task

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7. Decision-making style

Individualistic collective

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8. Basis for decision-making

Facts instincts

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9. Attitude to time

Scheduled flexible

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10. Work/life balance

Live to work work to live

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Congrats! You have just mapped your personal style. Save it. Now you can compare it with culture(s) you are dealing with. You do not have to know the culture well; your own perception of it is enough. Put a cross in each square you think matches its style and using a different color line, join the crosses.

You have now two (or more) lines on the chart: one mapping your own personal style and one mapping your image of the other culture(s). In some cases, the lines will be close together and in other cases separated. How do interpret this? Ask yourself the following:

1. **Is there a Problem?**

If there isn’t, ignore the difference between the lines. If you think the difference may cause you communication problems or is already leading to them, go to Q 2

1. **Do I need to change – or do they need to change?**

Usually the seller needs to change. However, not always the case. Often the more sensitive person is the one who makes the change. Either way, if you need to modify your approach to the culture go to Q 3.

1. **How much do I need to change?**

No one wants you to go native and mimic the ways the other culture. It will not get the result you want and may not be good for business or your personal image. Apply the 80/20 rule: 20 % change in your behavior will trigger an 80% difference in your respondent’s attitude and actions.

**Is it personal, professional or cultural?**

When you work in a multicultural and global team/organization with different nationalities, you tend to assume that any problems that arise are caused by national differences. However, it isn’t always so. Before you decide, ask three questions

1. **Is it personal?**

What if you just don’t get on with someone? Maybe your personalities simply do not match, regardless of the nationality. In this case, the issue is personal, not cultural.

1. **Is it professional?**

You may wonder and even doubt, if the other person lacks skills, knowledge or experience in your field. In this case, the person’s behavior would be no different if s/he were of different nationality.

1. **Is it cultural?**

If you think the problem is due to a fact that the person attitude corresponds to his/her e.g. German education, training, experience etc. In this case, move to the next stage and use the RADAR.

**RADAR**

When you think, you have a cultural problem, switch on the Radar and go through the 5 steps. Be honest to yourself

R recognize that you have a cultural communication problem

A analyze the problem. Check your perception of the other person’s cultural style using the Personal cultural Profile. When you have completed the scores, you probably find a few gaps in your perception and his/hers.

D Decide what to do. Change you behavior (or ask the other person to change his/hers) by about 20%, depending on the situation.

A Act. Put what you have decided into action.

R Review the outcome. Did it work? If yes, continue as it is. If not, try something else. Success is about doing more of what works and less of what doesn’t.