

**Table 3.1 Value Characteristics in Individualistic and Collectivistic Cultures**

Situations	Individualistic Cultures	Collectivistic Cultures
General:	"I" Identity	"We" Identity
Family:	Nuclear Family	Extended Family
Relationship:	Privacy Regulation	Relational Harmony
School:	Individual Competition	Teamwork
Workplace:	Personal Competence	Ingroup Emphasis
Communication:	Direct Communication Patterns	Indirect Communication Patterns
Personality Equivalence:	Independent Self	Interdependent Self

**Table 3.3 Value Characteristics in Weak and Strong Uncertainty Avoidance (U.A.) Cultures**

Situations	Weak U.A. Cultures	Strong U.A. Cultures
General:	Uncertainty Is Valued	Uncertainty Is a Threat
Family:	Dynamic and Changing	Reinforce Family Rules
Relationship:	High Mobility	Low Mobility
School:	Challenges Are Welcome	Routines Are Welcome
Workplace:	Encourage Risk Taking	Encourage Clear Procedure
Communication:	Conflict Can Be Positive	Conflict Is Negative
Personality Equivalence:	High Tolerance for Ambiguity	Low Tolerance for Ambiguity

**Table 3.2 Value Characteristics in Small and Large Power Distance (P.D.) Cultures**

Situations	Small P.D. Cultures	Large P.D. Cultures
General:	Emphasize Interpersonal Equality	Emphasize Status-Based Difference
Family:	Children May Contradict Parents	Children Should Obey Parents
Relationship:	Younger People Are Smart	Older People Are Wise
School:	Teachers Ask for Feedback	Teachers Lecture
Workplace:	Subordinates Expect Consultation	Subordinates Expect Guidance
Communication:	Informal Communication Patterns	Formal Communication Patterns
Personality Equivalence:	Horizontal Self	Vertical Self

**Figure 3.1: Four Value Orientation Patterns**

ORIENTATION	RANGE		
	Doing (Action-Oriented)	Being-in-Becoming (Inner Development)	Being (Emotional Vitality)
MEANING	Doing (Action-Oriented)	Being-in-Becoming (Inner Development)	Being (Emotional Vitality)
DESTINY	Controlling Nature (Mastering)	Harmony with Nature (Flow)	Subjugation to Nature (Yielding)
TIME	Future-Oriented (Schedule-Bound)	Present-Oriented (Here-and-Now)	Past-Oriented (Tradition-Bound)
SPACE	Privacy-Centered	Moderate Privacy	Communal-Centered

Source: Adapted from Strodtbeck (1961) and Kohls (1996).

**Table 3.4 Value Characteristics in "Feminine" and "Masculine" Cultures**

Situations	"Feminine" Cultures	"Masculine" Cultures
General:	Flexible Sex Roles	Complementary Sex Roles
Family:	Emphasize Nurturance	Emphasize Achievement
Relationship:	Both Take Initiatives	Males Take Initiatives
School:	Social Adjustment Is Critical	Academic Performance Is Critical
Workplace:	Work in Order to Live	Live in Order to Work
Communication:	Fluid Gender Communication	"Masculine" Toughness and "Feminine" Softness
Personality Equivalence:	Overlapped Gender Roles	Clear Masculine-Feminine Gender Roles