

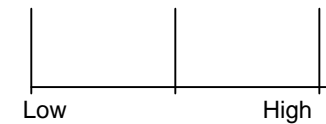
# Assessing Impact of Culture

Use the following worksheets to help you assess factors that are related to organizational or corporate culture on the situation, project or problem you are facing.

Consider the importance, relevance and potential impact on critical thinking in the situation.



## Potential Risk to Success



Assess the risk to the success of the project due to ineffective critical thinking stemming from these four dimensions: country culture, organizational culture, the situation at hand and the individuals involved.

## Impact on Critical Thinking

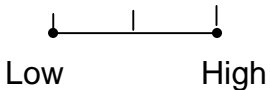
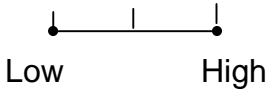
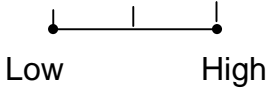
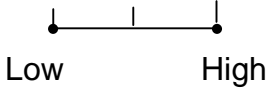
How might critical thinking be influenced or interpreted within the context of country culture, organization culture, the situation at hand or the individuals involved?

- Recognizing Assumptions**  
Distinguishing Fact from Opinion  
Examine Multiple Perspectives  
Make Assumptions Explicit
- Evaluating Arguments**  
Evaluate Relevance & Credibility  
Account for Bias, Persuasion & Spin  
Check for Logic Flaws
- Drawing Conclusions**  
Consider Alternative Conclusions  
Look for Potential Synthesis  
Consider Unintended Consequences

# Culture of the Country

Use this worksheet to assess factors in the business environment that stem from the culture of the country in which the business is headquartered, location where people are working, or where the work is delivered.

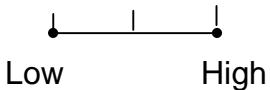
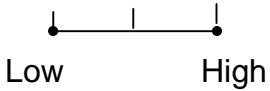
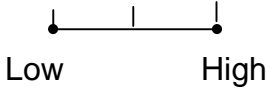
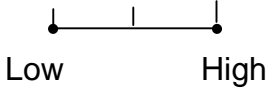
**Note: You will be making assumptions in this process. Be prepared to validate them.**

Dimension	Potential Risk	Factors to Consider	Your Assessment
Culture		<ul style="list-style-type: none"> <li>• Social Mores &amp; Norms</li> <li>• Economic Conditions</li> <li>• Common/Accepted Business Practices</li> <li>• Language/Risks of Misinterpretation</li> <li>• How Information is Shared</li> </ul>	
Values		<ul style="list-style-type: none"> <li>• How Status is Defined</li> <li>• How Decisions are Made</li> <li>• How Respect is Demonstrated</li> <li>• How Conflict/Disagreement is Handled</li> <li>• Reward Systems</li> </ul>	
Traditions		<ul style="list-style-type: none"> <li>• Religion</li> <li>• Race/Ethnicity</li> <li>• Gender/Age</li> <li>• History</li> <li>• How Time is Conceptualized</li> </ul>	
Laws		<ul style="list-style-type: none"> <li>• Laws Affecting Business</li> <li>• Laws Affecting the Workplace</li> <li>• Ethics</li> <li>• Privacy</li> <li>• Intellectual Property</li> </ul>	

# Culture of the Organization

Use this worksheet to assess factors in the business environment stem from the culture of the organization headquarters, organizational unit, facility or location where people are working. You may need to consider more than one corporate culture if different units or companies are involved.

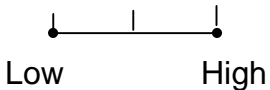
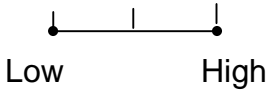
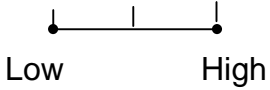
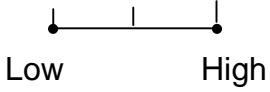
**Note: You will be making assumptions in this process. Be prepared to validate them.**

Dimension	Potential Risk	Factors to Consider	Your Assessment
Industry		<ul style="list-style-type: none"> <li>• Social Mores &amp; Norms in the Industry</li> <li>• Competitive Landscape</li> <li>• Common/Accepted Business Practices</li> <li>• Industry Maturity</li> <li>• Education &amp; Training Required</li> </ul>	
Corporate Culture & Style		<ul style="list-style-type: none"> <li>• Leadership Style</li> <li>• How Status is Defined</li> <li>• How Decisions are Made</li> <li>• How Conflict/Disagreement is Handled</li> <li>• Reward Systems</li> </ul>	
Mission & Values		<ul style="list-style-type: none"> <li>• Core Beliefs that Guide Decisions</li> <li>• Focus: Customer, Product, Return</li> <li>• Orientation: Long- vs. Short-Term</li> <li>• How Priorities and Choices are Made</li> <li>• How Resources are Allocated</li> </ul>	
Structure & Processes		<ul style="list-style-type: none"> <li>• Organizational Structure</li> <li>• Balance Process, People, Technology</li> <li>• Balance Empowerment with Process</li> <li>• Extent and Nature of Flexibility</li> <li>• Balance Efficiency with Innovation</li> </ul>	

# How Culture Affects the Situation

Use this worksheet to assess factors you are facing with respect to the situation, problem or project that may be influenced by or interpreted in the context of the country or corporate culture.

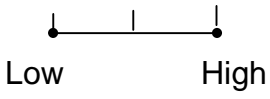
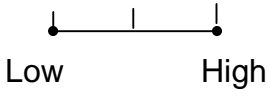
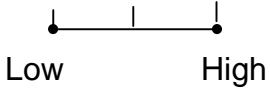
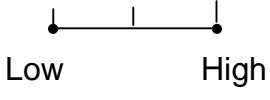
**Note: You will be making assumptions in this process. Be prepared to validate them.**

Dimension	Potential Risk	Factors to Consider	Your Assessment
Urgency		<ul style="list-style-type: none"> <li>• How Urgent is Defined</li> <li>• Urgent to Whom?</li> <li>• Urgency v. Importance</li> <li>• Urgency in Light of Other Priorities</li> <li>• Consequences of Delay</li> </ul>	
Risk		<ul style="list-style-type: none"> <li>• How Risk is Defined</li> <li>• Risk Tolerance of the Organization</li> <li>• Risk Tolerance of Stakeholders</li> <li>• Magnitude of Risk Posed</li> <li>• Actual v. Potential Risk</li> </ul>	
Impact		<ul style="list-style-type: none"> <li>• Situation/ Project Scope</li> <li>• Extent Other Units/ People Impacted</li> <li>• Magnitude of Resources Involved</li> <li>• Consequences of Failure</li> <li>• Unforeseen Consequences/ Scenarios</li> </ul>	
Stress		<ul style="list-style-type: none"> <li>• Impact</li> <li>• Visibility</li> <li>• Stakeholder Influences</li> <li>• “Back Up” Strategy</li> <li>• Dependencies Key to Success</li> </ul>	

# How Culture Affects the Individual

Use this worksheet to assess how you or other individuals you are working with in this situation might be affected by factors in the business environment that stem from or might be interpreted in the context of the the country or corporate culture.

**Note: You will be making assumptions in this process. Be prepared to validate them.**

Dimension	Potential Risk	Factors to Consider	Your Assessment
<p>Role, Authority or Status</p>		<ul style="list-style-type: none"> <li>• How Status is Defined</li> <li>• Your Status Relative to Others</li> <li>• Relevant Social Mores &amp; Norms</li> <li>• Potential Effect on Situation/ Project</li> <li>• Who and How Decisions Are Made</li> </ul>	
<p>Training &amp; Experience</p>		<ul style="list-style-type: none"> <li>• Your Training &amp; Experience</li> <li>• Influence on How Situation is Viewed</li> <li>• Value of Novice Viewpoint</li> <li>• Value of Expert Viewpoint</li> <li>• Ability to Assess Expertise in Others</li> </ul>	
<p>Style: Thinking Work Communication</p>		<ul style="list-style-type: none"> <li>• Your Style</li> <li>• Styles of Others Involved</li> <li>• Conflict v. Synergy</li> <li>• How “Disconnects” are Handled</li> <li>• Ability to Value &amp; Leverage Diversity</li> </ul>	
<p>World View</p>		<ul style="list-style-type: none"> <li>• Biases (Your Own &amp; Others)</li> <li>• Perceptions (Your Own &amp; Others)</li> <li>• Beliefs About “Right” and “Wrong” Way</li> <li>• Differences Based on Background, Experience, Education or Training</li> </ul>	