ACTIVITY 14.6 | Impact of Values on Career Expectations and Performance

Point of Contact	Mainstream Culture	Other Cultures
Interview	I need to showcase my experience, skills, and talents.	My track record and seniority speak for themselves. I need to establish a relationship and get comfortable with the other person first.
Performance review	I need feedback so I can do a better job.	Criticism could cause me to lose face and feel shame.
Meetings	Making suggestions and actively participating show I am motivated and take the initiative.	Contributing my ideas, asking questions, voicing complaints, or making suggestions look like I am showing off and may make my boss lose face. Besides, ideas and suggestions need to come from the leader.
Socializing/networking	I'm going to these events because you never know who will be there. The visibility can't hurt my career.	I will go to this event because my boss asked me to and I wouldn't let her down.
Mentoring	I'd like the CEO to be my mentor because he has the clout in this organization. If he's in my corner, it will certainly help.	I like my boss, Miss Shirley. She is a very nice person who treats me with respect.
Self-promotion	Expected and rewarded; to paraphrase American Express, "Don't expect a promotion without it."	Very difficult for other cultures; it would be embarrassing and a violation of some of the most sacrosanct norms to toot your own horn.
Forming alliances	Pragmatic in the dominant culture; people and organizations are political. This is a survival skill.	Inclusion in the group and relationships are critical. They are formed because of personal loyalty and affection, not because of position in the organization.
Social skills; ice breaking; establishing rapport	The dominant culture is short on social lubrication, long on getting right to the point. Self-introduction is accepted and sometimes expected.	This skill could be a natural ally for most other cultures where far more time is invested in relationships. Formal introductions are expected. Individuals may be reluctant to establish relationships outside of their own group.
Giving and getting feedback	Needed and expected skills for one's growth; "If you don't give me feedback, how can I know what I need to do differently or better?" Done in the good old American way—directly. Separation of the behavior from the worth of a person makes it more objective and less personal.	This is very delicate in other cultures. Loss-of-face warrants shame. People have left jobs because of negative feedback and the perception of disgrace. Feedback is often taken personally and seen as a personal affront.
Tapping the grapevine	Skeptical of informal communication. There is a tendency to believe what is in print and official.	Those out of power generally make the greatest use of the grapevine and are often skeptical of official information channels.
Scheduling/goal-setting	Task and time consciousness, coupled with linear thinking and planning matter. Anything can be done or accomplished if the individual works hard enough. Each person is responsible for his or her own success or failure.	Time is relative and the accomplishment of tasks depends on more than the individual alone. Other priorities often change schedules and plans. Fate and the will of God play a part.