

## Cultural Values and Unconscious Bias

Cultural Values	Definition	Potential Bias
Individualism	Emphasis on individual goals and rights	Person may be perceived as a lone range
Collectivism	Emphasis on group goals and personal relationships	Person may be perceived as lacking personal initiative
Low power distance	Emphasis on equality and shared decision-making	Person may be perceived as disrespectful or weak
High power distance	Emphasis on differences in status and expect superiors to make decisions	Person may be perceived as passive
Low uncertainty avoidance	Emphasis on flexibility and adaptability	Person may be perceived as unprepared or disorganized
High uncertainty avoidance	Emphasis on planning and predictability	Person may be perceived as uptight and inflexible
Cooperative	Emphasis on collaboration, nurturing, and family	Person may be perceived as weak
Competitive	Emphasis on competition, assertiveness and achievement	Person may be perceived as combative
Short-term time orientation	Emphasis on immediate outcomes [success now]	Person may be perceived as short-sighted
Long-term time orientation	Emphasis on long-term planning [success later]	Person may be perceived as idealistic

Low context/direct	Emphasis on explicit communication [words]	Person may be perceived as blunt or rude
High context/indirect	Emphasis on indirect communication [tone, context]	Person may be perceived as obtuse or unclear
Being	Emphasis on quality of life	Person may be perceived as lazy
Doing	Emphasis on being busy and meeting goals	Person may be perceived as a workaholic
Universalism	Emphasis on rules and standards that apply to everyone	Person may be perceived as inflexible
Particularism	Emphasis on specifics and unique standards based on relationships	Person may be perceived as showing favoritism
Neutral/non-expressive	Emphasis on non-emotional communication and hiding feelings	Person may be perceived as cold and aloof
Affective/expressive	Emphasis on expressive communication and sharing feelings	Person may be perceived as overly emotional
Monochronic/linear	Emphasis on one thing at a time, punctuality, and keeping work and personal life separate	Person may be perceived as impersonal and inflexible
Polychronic/non-linear	Emphasis on multitasking, interruptions are ok, and combining work and personal life	Person may be perceived as irresponsible and distracted



