



unlocking potential

# Type and the Cultural Orientations Framework

A research study

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## Executive Summary

- This report describes the results of a number of research studies into the relationship between psychological Type (as measured by the Myers-Briggs Type Indicator (MBTI) instrument) and cultural orientation (as measured by the Cultural Orientations Framework (COF) questionnaire).
- The analysis is based on a sample of 1,029 people who took an online version of the COF and who knew their best-fit (verified) type. Most were MBTI practitioners.
- The most common type in the group was ENFP, with 14% of the total; compared to general population samples, people with an iNtuitive preference were over-represented; given the nature of the sample this is unsurprising.
- In terms of cultural orientation, the group were particularly orientated towards a culture that emphasises and equality and collaboration.
- A number of links were hypothesised between Type and cultural orientation; these were supported. For example, Extraverts were orientated more towards *Sharing* than Introverts, iNtuitive types were more orientated towards the *Future* than Sensing types, Thinking types tend to be more *Direct* in their communication and Judging types value *Stability* and are on average more *Monochronic* than Perceiving types, preferring to concentrate on one activity and/or relationship at a time.
- Clear links were also found between cultural orientation and dominant function, providing support for Type dynamics.
- Extraverts tend to rate their level of ability higher, across more dimensions, than do Introverts.
- As ENFPs were the most commonly represented type in the group, their typical COF results were compared with the typical results of their opposite type, ISTJ. Statistically significant differences were found on all 17 of the COF dimensions, in the expected direction. Conversely, an analysis of the COF results of ENFPs across cultures showed few significant differences. This suggests that Type, and a knowledge of Type, can act as a bridge between cultures; for example ENFPs from different cultures may have more in common than an ENFP and an ISTJ from the same culture.
- An additional study looked at the relationship between Type, cultural orientation and seniority (job level) across countries. This study found that:
  - In line with previous research, more people with an iNtuitive preference were found at more senior levels
  - There were both commonalities and differences across countries in the way in which cultural orientation related to job level. More senior people in all countries

tend to be more orientated towards the *Future*, to *Change*, and towards being *Systemic* – exploring connections and focusing on the big picture. There were differences across countries in the relationship of seniority to *Control/Harmony/Humility*, *Scarce/Plentiful*, *Hierarchy/Equality* and *Competitive/Collaborative*.

- A number of factors may influence cultural orientation, including country of residence, country of origin, job level, gender, age and personality. These factors were investigated and it was shown that individual differences in personality have a greater effect than any other factor. Country of residence and country of origin had a smaller effect than job level, gender, or age. There is some evidence that country of residence has a greater effect on cultural orientation than country of origin; it may be that where we were born and brought up is less important than the culture in which we are immersed at present. This may have particular importance when working with expatriate groups.
- The time management dimensions of the COF provided an opportunity to look at the relationship between Type and time. The results suggested that the Perceiving function is of particular importance in understanding time orientation. For example:
  - Those with a dominant or auxiliary Introverted Sensing function are particularly orientated towards the past, to some extent to the present, and to a much lesser extent to the future
  - Those with a dominant or auxiliary Extraverted Sensing function are especially orientated to the present and quite happy to work with the past, but are not at all comfortable working with the future
  - Those with a dominant or auxiliary Introverted iNtuitive function are orientated to the future and to a lesser extent the past, but much less to the present
  - Those with a dominant or auxiliary Extraverted iNtuitive function are orientated to the future and to a lesser extent the past and the present.

## Introduction and Methodology

### Background

The MBTI questionnaire is widely used in many countries and cultures across the world. Although the percentage of people with each Type is very similar across different cultures, the way in which people apply their type will be influenced by their culture and so their behaviour will differ (Kirby et al, 2006). An American Extravert will act differently in some ways to a British Extravert, who will act differently to a Finnish Extravert – even though they may all see themselves as Extraverts, all be recognised as Extraverts within their own culture, and all have the same underlying orientation to the outer, rather than the inner, world. One way in which to examine this in more detail would be to ask a group of people, from a range of cultures and nationalities, to complete the MBTI instrument alongside a measure of cultural orientation. In 2013, this opportunity arose, when we were able to ask a large number of people who already knew their best-fit type to complete the Cultural Orientations Framework (Rosinski, 2003).

### The Cultural Orientations Framework

The Cultural Orientations Framework builds on the work of Hofstede (1980) and Trompenaars (1998) as well as Kluckhohn, Florence & Strodtbeck (1961), Hall (1990) and others to derive a set of cultural orientations - an inclination to think, feel or act in ways which are culturally determined or at least influenced by culture. For example, in the U.S. people tend to communicate in a rather direct manner, saying exactly what they mean; they use *direct communication*. In contrast, the culture of many Asian countries is typically to be indirect, not necessarily spelling out what they mean; this avoids upsetting others, but at the risk being misunderstood. This is an example of *indirect communication*. Cultural orientations are not black or white, so no one is totally direct or indirect; instead people and cultures lie on a continuum bounded by the extreme on both ends. For example, an individual may be inclined to be direct 70% of the time, and indirect the remaining 30%, therefore their cultural orientation on the direct-indirect communication dimension is primarily one of direct communication.

Rosinski defines a group's culture as "the set of unique characteristics that distinguishes its members from another group" (Rosinski, 2003). This definition encompasses both the visible manifestations (behaviours, language, artefacts) and invisible manifestations (norms, values, and basic assumptions or beliefs) of culture. His Cultural Orientations Framework (COF) includes 17 dimensions, grouped into 7 categories: *Sense of power and responsibility, Time management approaches, Definitions of identity and purpose, Organizational arrangements, Notions of territory and boundaries, Communication patterns, and Modes of thinking.*

Category	Dimensions	Description
Sense of Power and Responsibility	Control	People have a determinant power and responsibility to forge the life they want
	Harmony	Strive for balance and harmony with nature
	Humility	Accept inevitable natural limitations
Time Management Approaches	Scarce	Time is a scarce resource. Manage it carefully!
	Plentiful	Time is abundant. Relax!
	Monochronic	Concentrate on one activity and/or relationship at a time
	Polychronic	Concentrate simultaneously on multiple tasks and/or relationships
	Past	Learn from the past. The present is essentially a continuation or repetition of past occurrences
	Present	Focus on the “here and how” and short-term benefits
	Future	Have a bias towards long-term benefits. Promote a far-reaching vision.
Definitions of Identity and Purpose	Being	Stress living itself and the development of talents and relationships
	Doing	Focus on accomplishments and visible achievements
	Individualistic	Emphasise individual attributes and projects
	Collectivistic	Emphasise affiliation with a group
Organisational Arrangements	Hierarchy	Society and organisations must be socially stratified in order to function properly
	Equality	People are equals who often happen to play different roles
	Universalist	All cases should be treated in the same universal manner. Adopt common processes for consistency and economies of scale
	Particularist	Emphasise particular circumstances. Favour decentralisation and tailored solutions
	Stability	Value a static and orderly environment. Encourage efficiency through systematic and disciplined work. Minimise change and ambiguity, perceived as disruptive.
	Change	Value a dynamic and flexible environment. Promote effectiveness through adaptability and innovation. Avoid routine, perceived as boring.
	Competitive	Promote success and progress through competitive stimulation
	Collaborative	Promote success and progress through mutual support, sharing of best practices and solidarity.
Notions of Territory and Boundaries	Protective	Protect yourself by keeping personal life and feelings private (mental boundaries) and by minimising intrusions in your physical space (physical boundaries)
	Sharing	Build closer relationships by sharing your psychological and physical domains

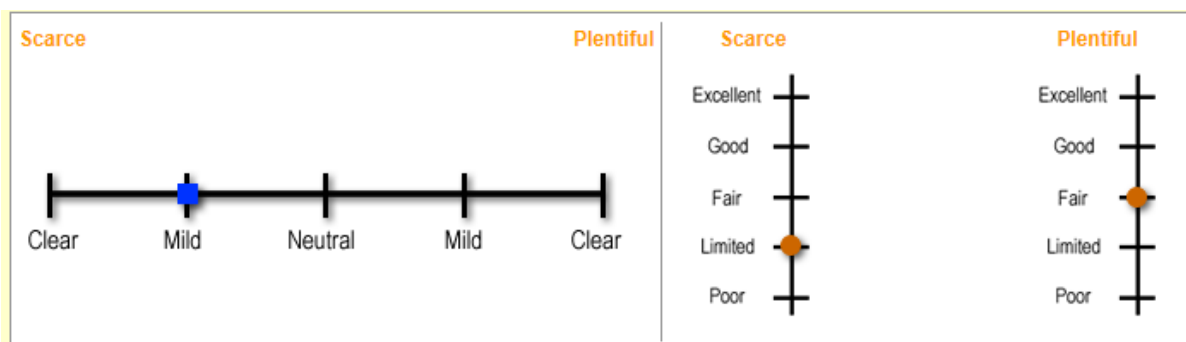
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Category	Dimensions	Description
Communication Patterns	High-Context	Rely in implicit communication. Appreciate the meaning of gestures, posture, voice and content
	Low-Context	Rely on explicit communication. Favour clear and detailed instructions
	Direct	In a conflict or with a tough message to deliver, get your point across clearly at the risk of offending or hurting
	Indirect	In a conflict or with a tough message to deliver, favour maintaining a cordial relationship at the risk of misunderstanding
	Affective	Display emotions and warmth when communicating. Establishing and maintaining personal and social connections is key.
	Neutral	Stress conciseness, precision and detachment when communicating
	Formal	Observe strict protocols and rituals
	Informal	Favour familiarity and spontaneity
Modes of Thinking	Deductive	Emphasise concepts, theories and general principles. Then, through logical reasoning, derive practical applications and solutions
	Inductive	Start with experiences, concrete situations and cases. Then, using intuition, formulate general models and theories.
	Analytical	Separate a whole into its constituent elements. Dissect a problem into smaller chunks.
	Systemic	Assemble the parts into a cohesive whole. Explore connections between elements and focus on the whole system.

(Adapted from Rosinski, 2003)

Each dimension is assessed in two ways, in terms of both orientation (what you prefer to do) and ability (what you believe you are capable of). For example, using the scarce-plentiful dimension:



## Methodology

Data was collected between April and December 2013. Participants who already knew their best-fit Type were contacted via OPP's database, contacts with other MBTI distributors, and LinkedIn groups. They were asked to complete a short survey including some demographic data and the COF questions, as well as their Type. In total, data was collected from 1,029 people. 69% were female, 31% male; age ranged from 22 to 74 years, with an average (mean) of 43. Most were employed (75%) or self-employed (23%), principally in learning and development (30%), consultancy (21%), HR (18%), education (10%) or coaching (6%). A very wide range of countries were represented, both in terms of country of origin and country of residence, but the most common were the USA, India, the UK, Australia, South Africa, Germany, the Netherlands and France.

## The research studies

The data allowed a number of separate research studies to be carried out; the remainder of this report describes these in detail. The studies include:

- Type and cultural orientation: general findings
- Job level: differences in culture and personality across seven countries
- Birthplace or where you live: less important than personality?
- Type in time and space



## Type and cultural orientation: general findings

### Overall Type and orientation

#### Type distribution

A Type table for the group is shown below:

Type	N	%				
<b>ISTJ</b> N=94 9.1% SSR=0.66	<b>ISFJ</b> N=51 5.0% SSR=0.39	<b>INFJ</b> N=66 6.4% SSR=3.76	<b>INTJ</b> N=99 9.6% SSR=6.86	E	519	50.4%
<b>ISTP</b> N=20 1.9% SSR=0.30	<b>ISFP</b> N=18 1.8% SSR=0.30	<b>INFP</b> N=90 8.8% SSR=2.75	<b>INTP</b> N=72 7.0% SSR=2.92	I	510	49.6%
<b>ESTP</b> N=18 1.8% SSR=0.31	<b>ESFP</b> N=16 1.6% SSR=0.18	<b>ENFP</b> N=147 14.3% SSR=2.27	<b>ENTP</b> N=82 8.0% SSR=2.86	S	326	31.7%
<b>ESTJ</b> N=74 7.2% SSR=0.69	<b>ESFJ</b> N=35 3.4% SSR=0.27	<b>ENFJ</b> N=61 5.9% SSR=2.11	<b>ENTJ</b> N=86 8.4% SSR=2.90	N	7036	68.3%
				T	545	53.0%
				F	484	47.0%
				J	566	55.0%
				P	463	45.0%

(Self selection ratio (SSR) is compared to the UK general population)

The single most common type in the sample was ENFP, 14.3% of the total. ENFP was also the most common type for most countries, including Australia (19%), France (30%), Germany (24%), the UK (14%) and the USA (15%). The most common type in India (with 12%) and South Africa (with 17%) was ISTJ.

Nationally representative samples for the MBTI instrument only exist for the UK and US; compared to these groups, iNtuitive types are over-represented. This is unsurprising given the careers choices of those in the group.

## COF dimensions

The average (mean) scores on the COF orientations for the sample are shown below:



One of the most distinctive features of the group is in the area of organisational arrangements, where the group is orientated towards a culture that emphasises equality, collaboration and to a lesser extent particularism (emphasising the particular, favouring decentralisation) and change. The sample is also orientated towards control, scarcity of time, the future, being (stress on living and developing, not "doing"), towards affectivity and informality in communication, and to systemic modes of thinking.

The direction of these orientations is different from what we might expect given what is known about the country cultures which make up much of the sample. Again, this suggests that we are seeing the culture of the occupations in the group coming through strongly.

## Type differences on the COF

### Cultural orientation and Type preference pairs

The data were analysed to explore key distinctions often associated with the MBTI preference pairs. All the hypothesised relationships between cultural orientations and preference pairs were supported. The following are some examples:

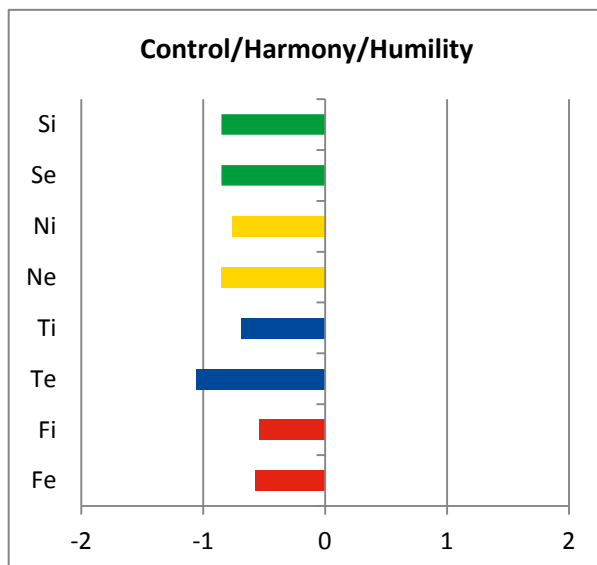
- As expected, Extraverts are more oriented towards *Sharing* than Introverts, preferring to build close relationships and sharing personal information and feelings with others. Extraverts also have a clearer preference for displaying emotions and warmth when communicating (*Affective*).
- iNtuitive types prefer to look towards the *Future*, and like to promote a far-reaching vision, more so than Sensing types. iNtuitive types also rely on implicit communication (*High Context*) and appreciate the meaning of gestures, posture, voice and context, whereas Sensing types have a clearer preference for relying on explicit communication (*Low Context*) and favour clear and detailed instructions.
- Thinking types are more *Direct* and in conflict they prefer to get their point across clearly even at the risk of offending or hurting someone, whereas Feeling types are more *Indirect* and would rather maintain a friendly relationship, at the risk of being misunderstood. When communicating, Feeling types prefer to display emotions and warmth (*Affective*), whereas Thinking types stress conciseness, precision and detachment (*Neutral*).
- Judging types value *Stability* and prefer static and orderly environments, they are also *Monochronic* and prefer to concentrate on one activity and/or relationship at a time. Additionally, they are *Formal* in their communications and observe strict protocols and rituals. In contrast, Perceiving types value *Change* and prefer to work in dynamic and flexible environments, they are *Polychronic* and prefer to concentrate on multiple activities and/or relationships at a time. Additionally, they are *Informal* in their communications and favour familiarity and spontaneity.

### Cultural orientation and dominant function

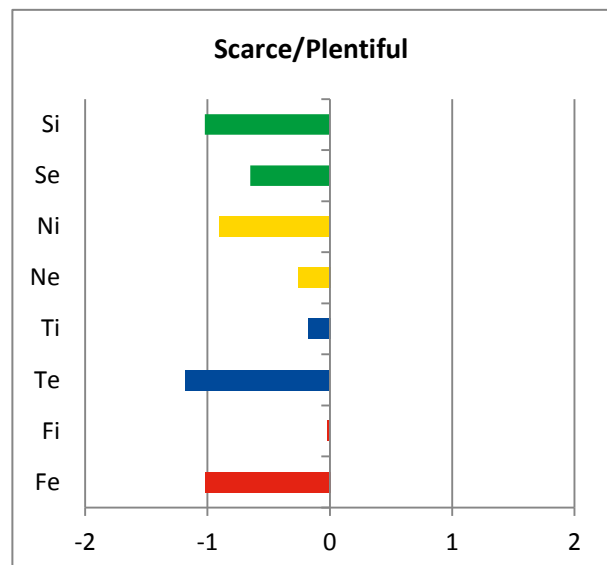
With the MBTI instrument, the whole is greater than the sum of the parts. Whole Type – the dynamic combination of all four parts of an individual’s four-letter Type code – is more important than any of the four preferences alone. *Type dynamics* describes how for each of us, one of our four mental functions – Sensing iNtuition, Thinking or Feeling – is dominant, developed to a greater degree than the others. For Extraverts, this dominant function will be shown in the Extraverted, external world; in contrast, Introverts will mainly use their dominant function in the Introverted, internal world. This means that there are eight ways in which people can be grouped according to their dominant function:

	Dominant function	Name	Types
Introvert	S <sup>I</sup> – Introverted Sensing	Conservator	ISTJ, ISFJ
	N <sup>I</sup> – Introverted iNtuition	Visionary	INFJ, INTJ
	T <sup>I</sup> – Introverted Thinking	Analyst	ISTP, INTP
	F <sup>I</sup> – Introverted Feeling	Conscience	ISFP, INFP
Extravert	S <sup>E</sup> – Extraverted Sensing	Activist	ESTP, ESFP
	N <sup>E</sup> – Extraverted iNtuition	Explorer	ENTP, ENFP
	T <sup>E</sup> – Extraverted Thinking	Director	ESTJ, ENTJ
	F <sup>E</sup> – Extraverted Feeling	Nurturer	ESFJ, ENFJ

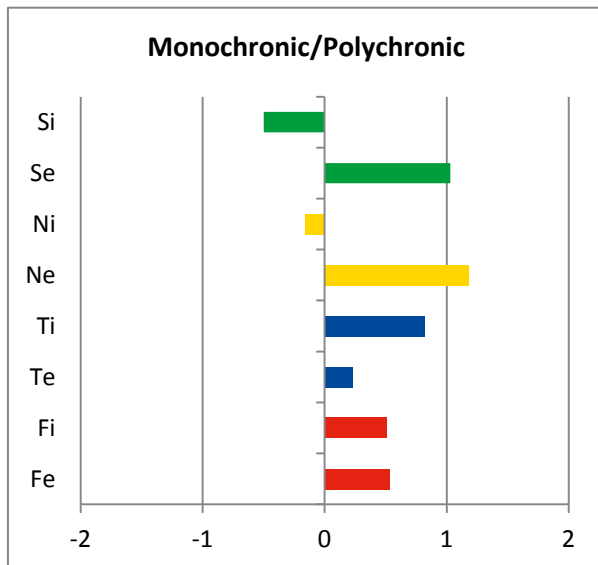
All cultural orientations except Direct/Indirect and Deductive/Inductive showed statistically significant differences between people of different dominant functions. The average (mean) scores for each dominant function on each cultural orientation are illustrated below.



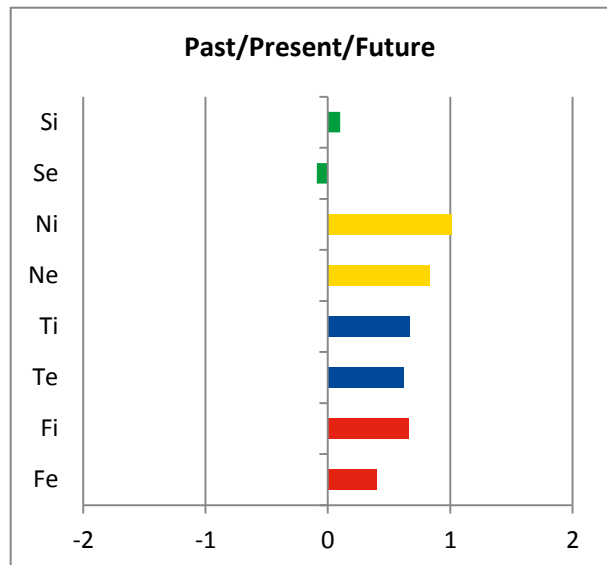
Those with dominant Extraverted Thinking are on average the most orientated towards Control.



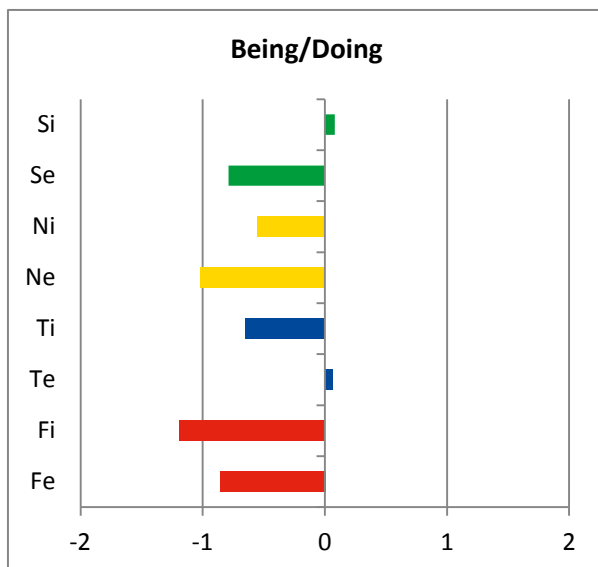
Judging types, especially dominant Extraverted Thinking, are more likely to see resources as scarce.



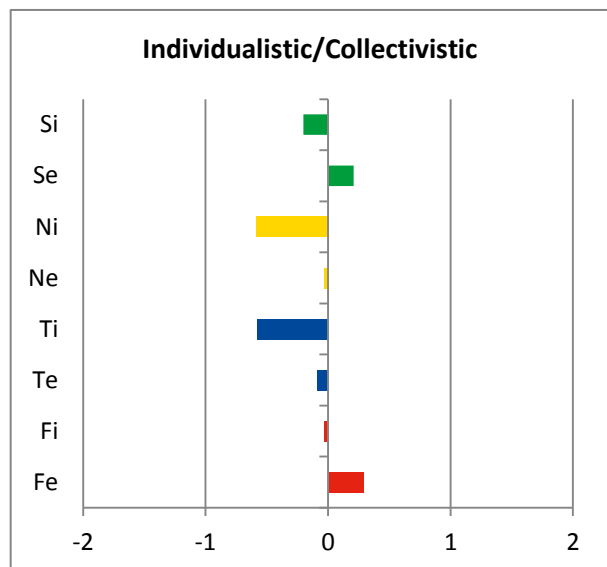
Those with dominant Extraverted Perceiving function ( $S^E$ ,  $N^E$ ) are the most Polychronic; those with a dominant Introverted Perceiving function ( $S^I$ ,  $N^I$ ) are on average Monochronic.



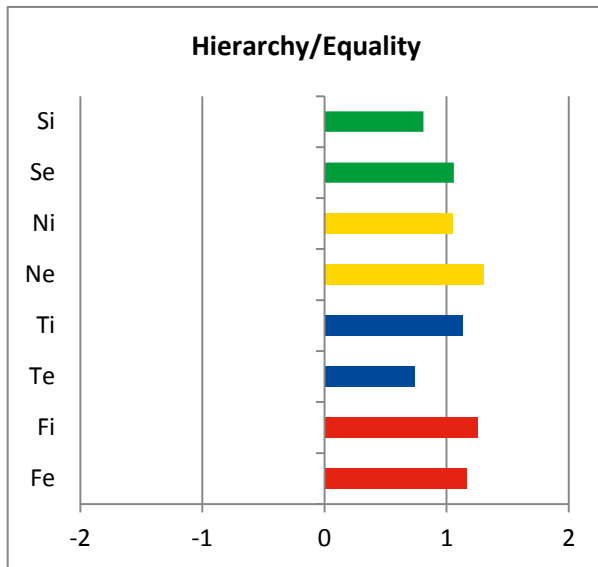
Dominant Sensing types are the most orientated towards the present and past, dominant Introverted iNtuition the most towards the future.



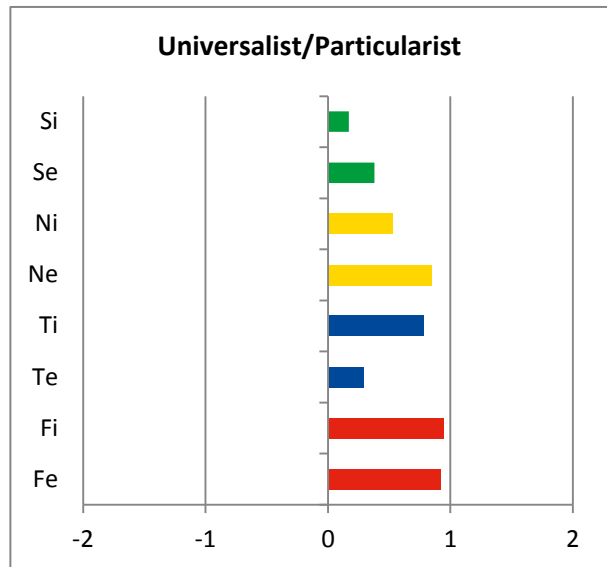
Most types are orientated towards Being.



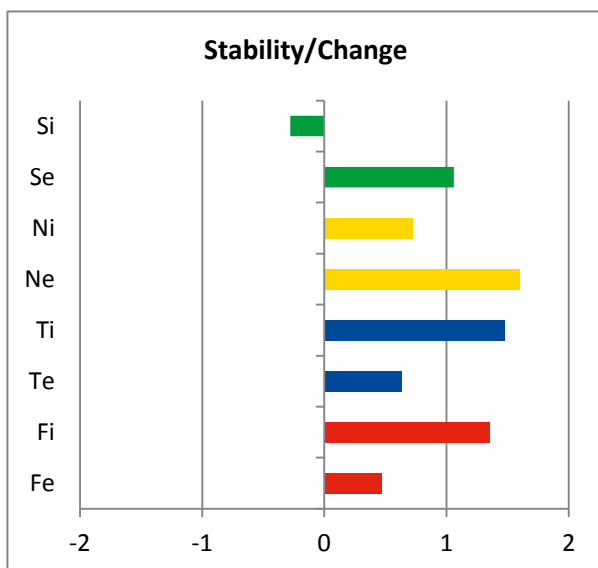
$N^I$  and  $T^I$  are the most Individualistic. Only  $S^E$  and  $F^E$  are on average Collectivistic.



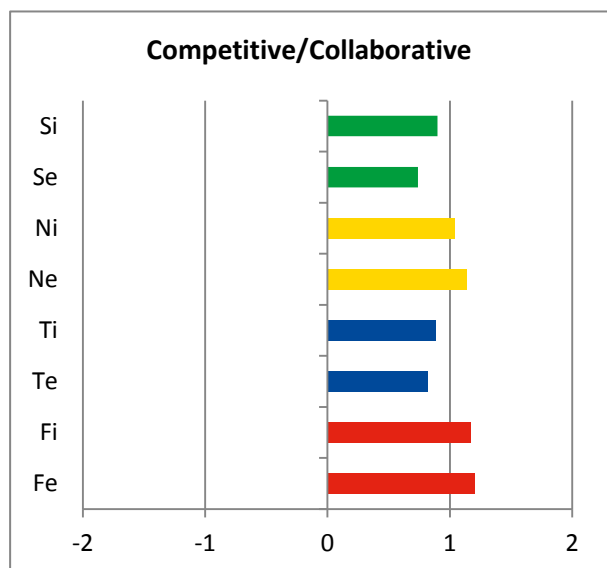
All types are on average orientated towards Equality, but Extraverted Thinking the least.



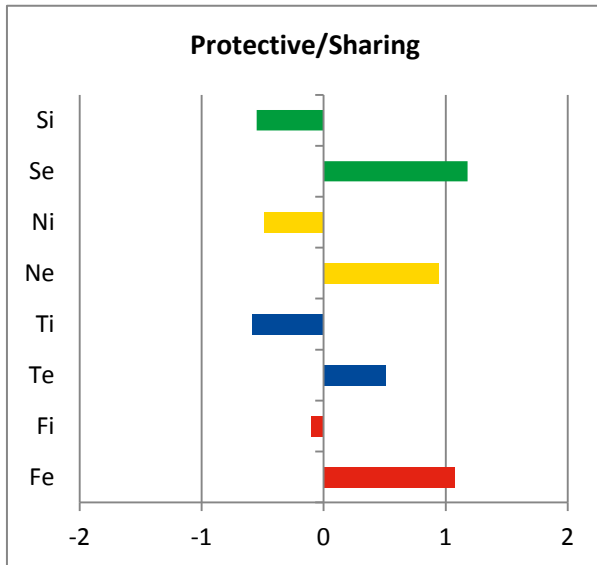
Feeling types are the most orientated towards Particularist, Introverted Sensing the least.



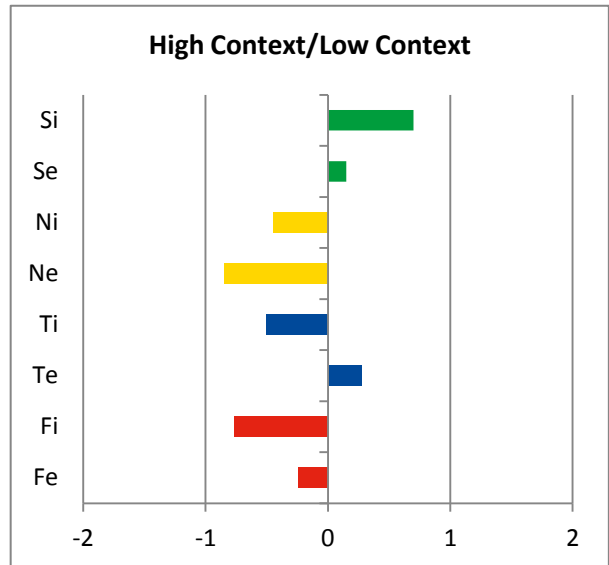
Judging types are less orientated towards Change than Perceiving types.



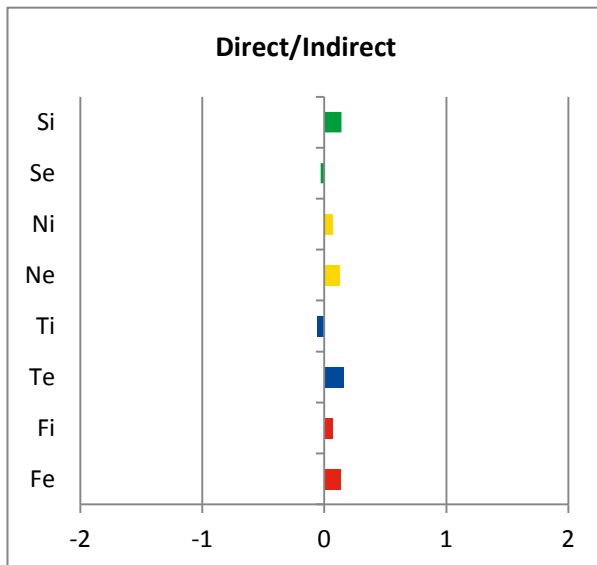
On average, all types are orientated towards Collaborative, though this is most true of Feeling and iNtuitive types.



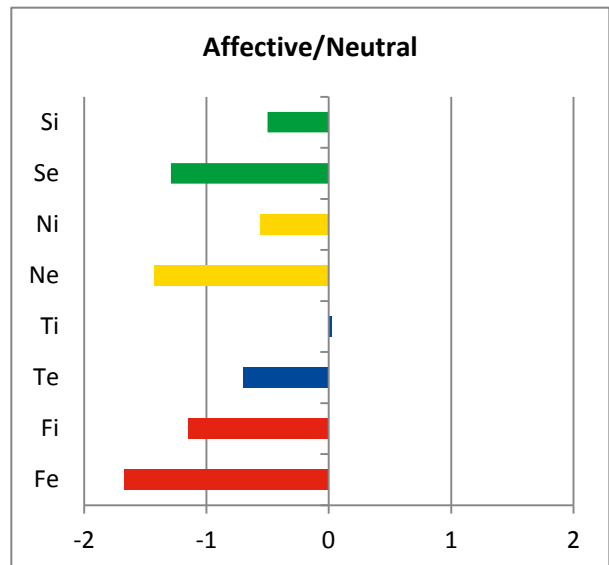
This shows a very clear E-I difference.



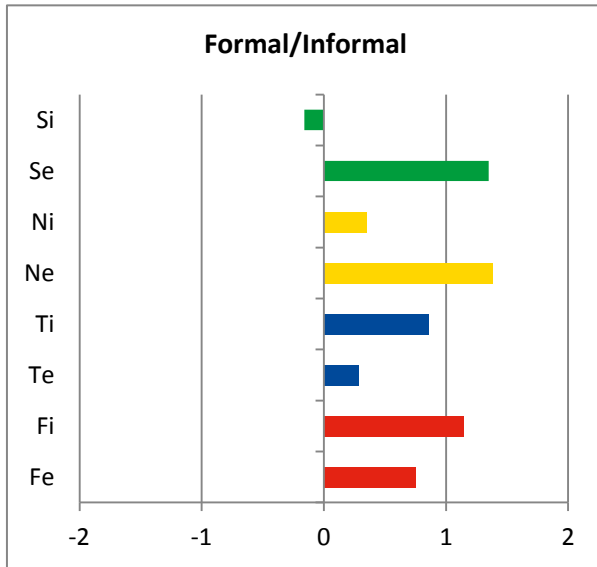
Most types tend to take a High Context approach, with the exception of  $S^I$ ,  $S^E$  and  $T^E$ .



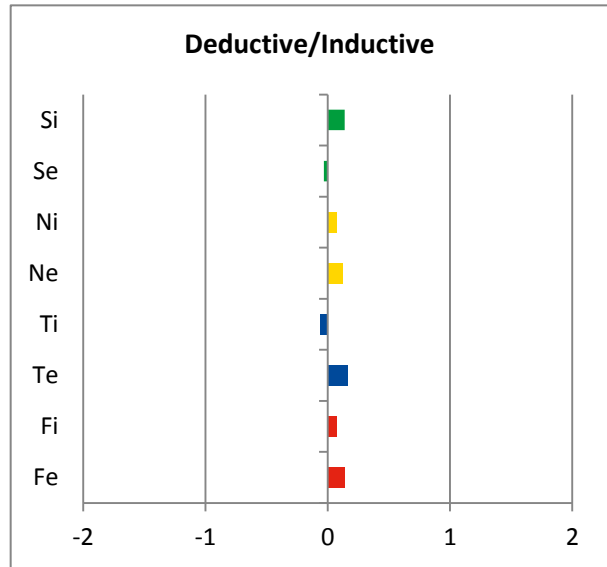
The small differences between groups here are not statistically significant.



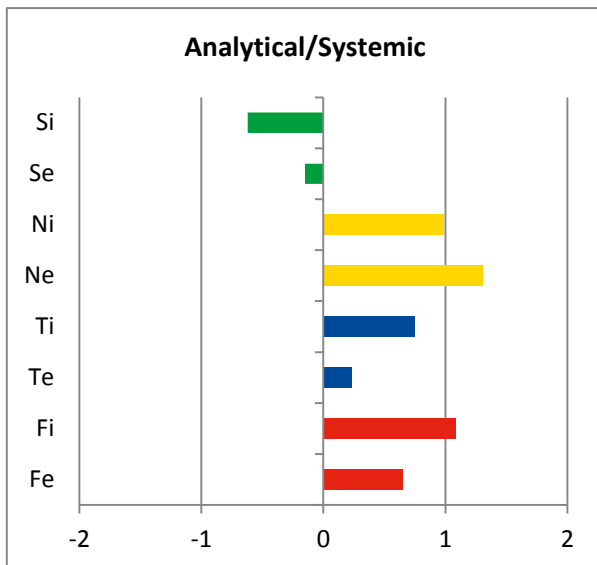
Unsurprisingly, Extraverted Feeling types are the most likely to take an Affective approach. Introverted Thinking types are the outlier here.



Types who Extravert their Perceiving function are the most likely to take a Formal approach.



The small differences between groups here are not statistically significant.



Most Types will tend to take a Systemic approach, but those with a dominant Sensing function are more likely to take an Analytical approach.



## Ability

Overall, Type differences on the abilities dimensions of the COF mirrored the differences found on the orientation dimensions. However, one additional effect was found. Overall, Extraverts tend to rate their ability higher, across more dimensions, than do Introverts. This is illustrated in the table below.

E sig higher than I	No sig diff	I sig higher than E
Harmony	Control	Humility
Polychronic	Scarce	Monochronic
Present	Plentiful	Universalist
Future	Past	Stability
Being	Hierarchy	Protective
Doing	Low context	Neutral
Individualistic	Direct	Formal
Collectivistic	Indirect	Informal
Equality	Affective	Analytical
Particularist	Deductive	
Change	Systemic	
Competitive		
Collaborative		
Sharing		
High context		
Inductive		
Total/average score		

## Country level differences

### India and the USA

As two potentially quite different cultures, the cultural orientation scores for the whole USA sample and the whole Indian sample were compared with the orientations of the total sample. A number of significant differences were found; these are reported below.

- **Past/Present/Future:** There was a significant difference between the USA and Indian samples in their approach to time management. Indians look towards the *Future* and are biased towards long-term benefits, whereas Americans are less focussed on the future and focus more on the *Present* and short-term benefits.
- **Universalist/Particularist** and **Hierarchy/Equality:** Key differences were found between the Indian and the US samples with regard to their views on organisational arrangements. The Indian sample has more of a *Particularist* culture than the US; therefore Indians give far greater attention to the obligations of relationships and particular circumstances, and treat each case uniquely, as opposed to applying certain absolutes across the board, and treating all cases in the same manner (*Universalist*). Furthermore those in the Indian sample are more oriented towards *Equality* than Americans, and believe people are equals who often happen to play different roles. This second finding is perhaps counter intuitive given common stereotypes of the Indian and US cultures.
- **Formal/Informal:** The Indian and the US samples also differ in their communication patterns. Indians are more oriented towards being *Informal* and favouring familiarity and spontaneity than are Americans.

### ENFP: orientations across the USA, India, Australia and the UK

As ENFP was the most common type in the whole group, cross country differences were analysed for this type between the countries with the largest samples. Overall there were remarkable similarities in the orientations of ENFPs across these countries and many more similarities than there were differences. The only significant differences were:

**Past/Present/Future:** ENFP's in all countries show a preference for looking towards the *Future*, but the Australian sample showed more of a long term bias than the American and Indian sample.

**Hierarchy/Equality:** ENFP's in all countries value *Equality*, and view people as equals who often happen to play different roles, however the Indian and British samples showed this more so than American and Australian samples.

**Protective/Sharing:** ENFP's in all countries value *Sharing* and so place emphasis on building close relationships through sharing both their emotional and physical self. This applies to the Indian sample more so than the Australian sample.

## ENFP compared with ISTJ

As ENFPs were the most represented type in the COF sample, we decided to look at differences between ENFPs (the most common type in our sample) and ISTJs (the 'opposite' type).

ENFPs and ISTJs were significantly different on all 17 of the COF cultural orientations, including:

- **Time Management** Approaches ENFPs have a bias towards the *Future* and long-term benefits while ISTJs are more in the *Present*, the 'here and now'. ENFPs are *Polychronic* and prefer to concentrate simultaneously on multiple tasks and/or relationships, whereas ISTJs prefer to concentrate on one activity and/or relationship at a time (*Monochronic*).
- **Definition of Identity and Purpose** ISTJs prefer to be *Individualistic* and place importance on individual attributes and projects whilst ENFPs are *Collectivist* and place importance on being affiliated with a group. ISTJs have a *Doing* orientation and focus on accomplishments and visible achievements that are measurable by external standards. ENFPs have a *Being* orientation and value the person, not the achievement. They believe in living life itself and value developing talents and forming relationships.
- **Notions of Territory and Boundaries** ISTJs prefer to be *Protective* and tend to keep personal life matters and feelings private and minimising intrusions in my physical space, whilst ENFPs are more *Sharing* and are therefore open about their feelings and personal life matters in order to build closer relationships.
- **Communication Patterns** ISTJs tend to rely on explicit information and favour clear and detailed instructions (*Low Context*), whereas ENFPs rely on implicit communication, and appreciate the meaning of gestures, posture, voice and context (*High Context*).
- **Modes of Thinking** ISTJs prefer to be *Analytical* in their thinking style and dissect problems into small chunks, whilst ENFPs prefer to be *Systemic* and tend to explore connections between elements and focus on the whole system.

## Conclusion

It is clear that there is a predictable relationship between type and cultural orientation, and that type appears to mediate ones cultural orientations. Type can also bridge a gap between cultures, for example ENFPs from different cultures may have more fellow feeling than ENFPs and ISTJs in the same culture.

# Job level: differences in culture and personality across seven countries

## Introduction

We work in a multinational world; participation in cross-cultural teams is common and cultural differences often impact on workplace interactions (Brodbeck et al, 2000; Taras et al, 2010). What is valued in and expected from managers varies across cultures (House et al, 2004), and so different factors will be associated with promotion across countries. This research explores the differences and similarities between countries in terms of how culture and personality relate to job level; this can help us to support organisations in the development of cross-cultural teams and working relationships.

The GLOBE model (House et al 2004) builds on Hofstede, Schwartz (1994) and Inglehart (1997) to show how managers from 62 different countries differ across 9 dimensions of culture. "Leadership" differs across cultures. GLOBE found that leader effectiveness is embedded in the societal and organizational norms, values, and beliefs of those being led. Brodbeck et al (2000) suggest that leadership differs as a function of cultural differences across European countries, finding five clusters (Anglo, Nordic, Germanic, Latin and Near East European) which differed in leadership prototypes and cultural values. Many studies have examined the relationship between personality and leadership (e.g. Judge et al, 2002), personality and culture (e.g. Heine and Buchtel, 2009) and how personality and culture interact in the workplace (e.g. Taras et al, 2010). This study investigates how culture (measured by cultural orientations) and personality (measured by psychological type) interact in different ways with job level across seven countries – Australia, France, Germany, India, South Africa, the UK and the USA.

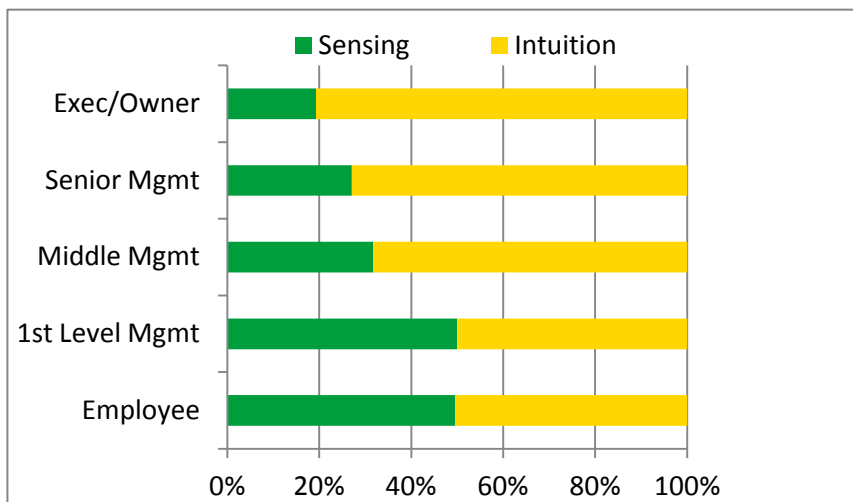
## Hypotheses

It was hypothesised that:

1. Those with an iNtuitive preference, focussed on the big picture, were more likely to be at senior levels across all countries. Independent t-tests were used to look for significant differences in seniority between E and I, S and N, T and F and J and P.
2. Some cultural orientations would show a consistent relationship with level of seniority across countries. Others would be country-specific. Orientation scores were correlated with seniority, and coefficients transformed into Fisher z scores.
3. Personality and cultural orientation would both relate to seniority, but personality would have the biggest effect. A univariate analysis of variance was used to assess which had the greatest effect on levels of seniority across all countries and in individual countries.

## Results

1. The hypothesis that more people with an iNtuitive preference would be found at more senior levels was supported:



This was also found to be the case within each country, with all countries having a higher percentage of people with an iNtuitive preference at Exec/Owner level than at Employee level.

2. There were commonalities and differences across countries

### Commonalities across countries:

- **Past/Present Future:** more senior individuals were oriented towards promoting a far-reaching vision, and preferring long-term benefits
- **Stability/Change:** more senior roles preferred a dynamic, fluid environment, especially in France
- **Analytical/Systemic:** more senior roles prefer to explore connections and focus on the big picture.

### Differences across countries:

- **Control/Harmony/Humility:** In Australia and France, control is more important at senior levels
- **Scarce/Plentiful:** in Australia and South Africa, senior managers see time as a more scarce resource, whereas in India those in more junior roles have this orientation
- **Hierarchy/Equality:** In France, Germany and Australia, more senior managers emphasise equality in organisational arrangements, in contrast to South Africa
- **Competitive/Collaborative:** more senior managers in Germany emphasise a

collaborative approach, but in the US and France, more senior managers are more competitive

3. The hypothesis that personality would show a greater effect than cultural orientation on seniority was not supported.

# Birthplace or where you live: less important than personality?

## Introduction

It is easy to identify the stereotypes associated with people from different cultures (McCrae, 2002). In the past, such stereotypes may have performed a useful function in the workplace, helping teams to bond together in comparison with a common 'other', typically a national or regional neighbour (Terracino et al, 2005). However, in a world where multinational teams are common, assumptions based on stereotypes can disrupt the smooth functioning of a team. Hofstede & Hofstede (2004), defining culture as "The way we do things round here" and "a learned pattern of thinking, feeling and acting", have shown that while many differences between countries are at a deep, values-related level, differences among organisations are typically at the level of practices (Hofstede, 1993).

Differences in behaviour and orientation will of course exist between people in a team. However, if these are principally due to individual differences in personality, rather than of national culture (Kirby et al, 2007; Allik, 2012), then it will be easier for organisations to develop teambuilding strategies and for individuals to understand where their colleagues 'are coming from'.

Many studies have examined the relationship between personality and culture (e.g. Heine and Buchtel, 2009) and how personality and culture interact in the workplace (e.g. Taras et al, 2010). This study set out to establish the influence of a number of factors on cultural orientation. It was hypothesised that:

- Individual differences in personality would have a greater effect on cultural orientation than country of origin, country of residence, age, gender, or level of seniority
- Country of residence would show a greater effect on cultural orientation than country of origin (Peltokorpia & Froese, 2014)
- There would be few differences in typical personality between countries.

## Results

### **Impact of different factors on cultural orientation**

A univariate analysis of variance was used to establish the relative effects of country of residence, country of origin, job level, personality and age on cultural orientation. Table 1 below shows which factors showed a significant effect on the variance of each cultural orientation dimension. For clarity, only the significance levels are shown and interaction effects are not included

**Table 1: Impact on cultural orientation, main effects only**

Cultural Orientation	Country of residence	Country of origin	Job Level	Gender	MBTI type	Age
Control/Harmony/Humility	NS	NS	.048	NS	.001	NS
Scarce/Plentiful	NS	NS	NS	NS	.000	NS
Monochronic/Polychronic	NS	NS	NS	.001	.000	NS
Past/Present/Future	NS	NS	.041	NS	.000	NS
Being/Doing	NS	NS	NS	NS	.000	.029
Individualistic/Collectivistic	NS	NS	.004	.043	.000	NS
Hierarchy/Equality	NS	NS	NS	.008	.000	.001
Universalist/Particularist	NS	NS	NS	NS	.000	NS
Stability/Change	NS	NS	NS	NS	.000	.018
Competitive/Collaborative	.002	.005	NS	.008	.000	NS
Protective/Sharing	NS	NS	NS	NS	.000	NS
High context/Low context	NS	NS	NS	.024	.000	NS
Direct/Indirect	NS	NS	NS	NS	NS	NS
Affective/Neutral	NS	NS	NS	NS	.000	NS
Formal/Informal	NS	NS	NS	NS	.000	NS
Deductive/Inductive	NS	NS	NS	NS	NS	NS
Analytical/Systemic	NS	NS	NS	NS	.000	NS

NS = Not Significant

The results demonstrate that for all orientations except Direct/Indirect and Deductive/Inductive, personality has a significant effect. For 6 orientations it is the only significant effect, and for the remaining 9 orientations it is the most significant effect.

### Country of residence and country of origin

A univariate analysis of variance was used to establish the relative effects of country of residence and country of origin on cultural orientation; the results are presented in Table 2 below. For clarity, only the significance levels are shown, and only for those orientations where the model has a significant effect. Note that only a minority of the group (7%) lived in a different country to that in which they were born. Even when the effects of other factors are removed, only two orientations



show an effect, and only for country of residence.

**Table 2: Impact of country of residence and country of origin on cultural orientation**

Cultural Orientation	Country of residence	Country of origin	Interaction effects
Competitive/Collaborative	.008	NS	NS
High context/Low context	.026	NS	NS

NS = Not Significant

Post-hoc tests on country of residence show that:

- Those living in the UK have a more competitive orientation than those living in Germany or India
- Those living in Germany have a more high-context orientation than those living in all other countries except Australia
- Those living in Australia have a more high-context orientation than those living in India

### Differences in personality between countries

There were some significant differences in personality between countries (as measured by chi-squared analysis). However, these were not in line with cultural stereotypes:

- Those living in Australia and in the UK were more likely to have preferences for Extraversion, and those resident in India and South Africa for Introversion, than would have been expected by chance.
- Australian residents were more likely to have preferences for iNtuition, and British residents for Sensing, than would have been expected by chance
- Those living in Australia and France were more likely to have preferences for Perceiving, and residents in India and the USA for Judging, than would have been expected by chance.

## Discussion

The results provide support for the hypothesis that individual differences in personality have a greater effect on cultural orientation than country of origin, country of residence, age, gender, or level of seniority. This demonstrates that individual differences in personality are likely to be one of the most important factors when building cross-cultural teams. While there will be national differences in how personality is expressed (Kirby et al, 2006), those of a similar personality type will have a great deal in common, wherever they live and wherever they were born. It may be that

an understanding of personality type can be a bridge between cultures; those of the same type from different cultures may have more fellow feeling that people of the same type in the same culture.

One area where country of residence in particular does have a significant effect is the competitive-collaborative orientation. Here, there is an interaction between country, gender and personality.

The hypothesis that country of residence would show a greater effect on cultural orientation than country of origin was supported to a limited degree. When it comes to cultural orientation, it may be that where we were born and brought up is less important than the culture in which we are immersed at present. This may have particular importance when working with expatriate groups.

There were some differences in personality between countries. They were not however in line with national stereotypes, and were too small to account in themselves for the other findings of the study.

While national differences do exist, both in terms of country of residence and country of origin, the results of this study suggest that individual differences in personality, irrespective of nationality or location, are more important when it comes to understanding our cultural orientation.

## Type in time and space

### Introduction

There has been some previous research into Type and time. Jaffe (1980) showed that Sensing, Thinking and Judging managers were more successful in managing time by objectives, and Williams et al (1995) demonstrated that Judging shows a correlation with both short-range and long-range planning. In related research, Francis-Smythe & Robertson (1999) found that those who see themselves as good time managers accurately estimate the duration of a future task, and estimate that time is passing more quickly than it actually does when carrying out a task; Veach & Touhey (1971) found more accurate time perception by those with preferences for Extraversion and Perceiving. This suggests that those with dominant Extraverted Sensing and iNtuition might have the best time perception but less good time management.

Evans (1976) and Yang (1981) suggested that Sensing was connected to the present, iNtuition to the future, Feeling to the past, Thinking to no time zone, and Harrison and Lawrence suggested that Sensing types would be oriented towards the present, iNtuitive types to the future, Feeling types to the past and Thinking types would have a "linear" perspective incorporating the future, present and past.

The COF has three dimensions dealing with time:

<b>Scarce</b>	-	<b>Plentiful</b>		
Time is a scarce resource. Manage time carefully		Time is abundant. Relax!		
<b>Monochronic</b>	-	<b>Polychronic</b>		
Concentrate on one activity and/or relationship at a time		Concentrate simultaneously on multiple tasks and/or people		
<b>Past</b>	-	<b>Present</b>	-	<b>Future</b>
Learn from the past. The present is essentially a continuation or repetition of past occurrences		Focus on the here and now, and short-term benefits		Have a bias towards long-term benefits. Promote a far-reaching vision.

This study examined the relationships between Type and these cultural dimensions.

## Results

### Type dichotomies

T-tests demonstrated a number of significant differences at the type dichotomy level:

- Extraverts believe they have a higher ability to act in a *Polychronic* way, Introverts to act in a *Monochronic* way. Extraverts were more orientated towards the *Present* than Introverts
- All seven orientations showed a significant difference between those with a Sensing preference and those with an iNtuitive preference. Specifically:
  - Sensors felt that they had more capability at dealing with *Scarce* resources, iNtuitives at dealing with *Plentiful* resources
  - Sensors were more likely to carry out tasks in a *Monochronic* way, iNtuitives in a *Polychronic* way
  - Sensors were more orientated towards the Past and the Present; iNtuitives towards the Future.
- For T-F, Thinkers were more likely to treat time as a *Scarce* resource, and Feelers to treat it as *Plentiful* and to have a *Polychronic* orientation. The greater orientation of Feeling types towards the *Past* predicted by Harrison and Lawrence was not found.
- Six orientations showed a significant difference between those with a Judging preference and those with a Perceiving preference. Specifically:
  - Judging types felt that they had more capability at dealing with *Scarce* resources, Perceiving types that they were better at dealing with *Plentiful* resources
  - Judging types were more likely to carry out tasks in a *Monochronic* way, Perceiving types in a *Polychronic* way
  - Judging types were more orientated towards the *Past*, Perceiving types towards the *Present*; there was no significant difference in orientation towards the *Future*.

### Time and the perceiving function

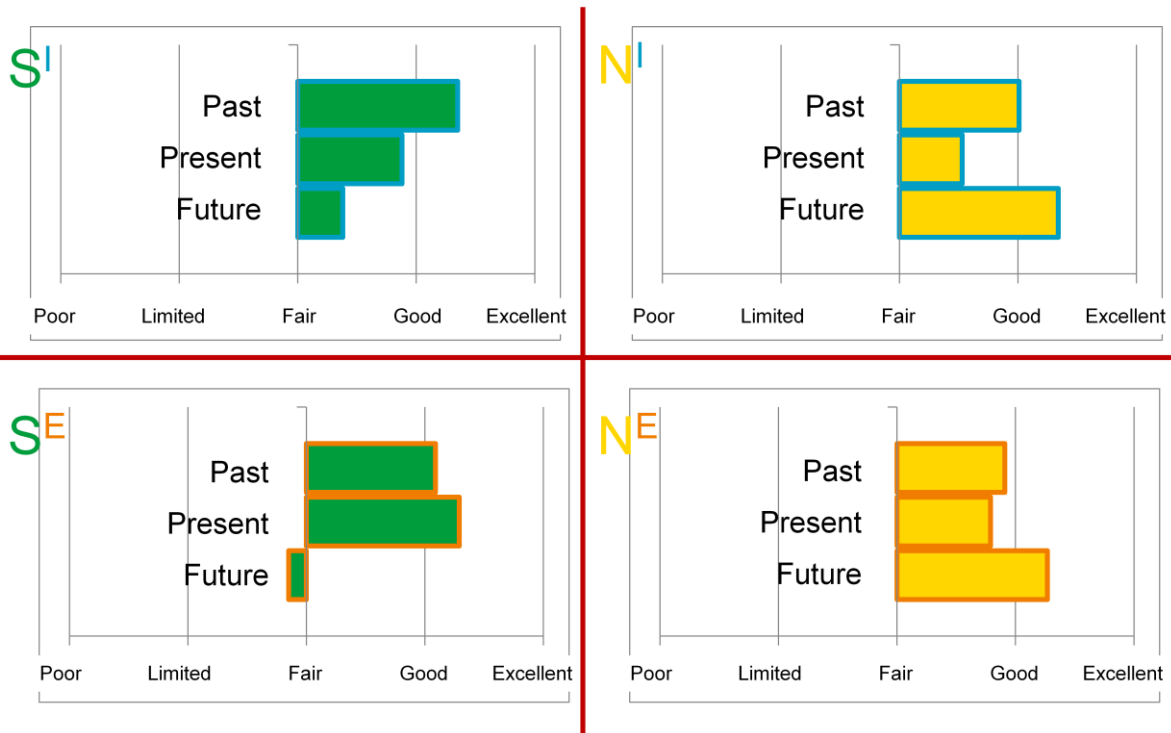
Both past research and the dichotomy differences suggested that time orientation may be in large part concerned with the Perceiving function – dominant or auxiliary Sensing and dominant or auxiliary iNtuition. The results for this function demonstrated that this was the case:

- Those whose Perceiving function was Introverted (Si dominant, Si auxiliary, Ni dominant, Ni auxiliary) – in other words Judging types – are more likely than others to treat time as a *Scarce* resource
- Those who have Extraverted Sensing as an Auxiliary function (ISTP, ISFP) are the most

likely to see time as a *Plentiful* resource. Those with Introverted Sensing as an auxiliary function (ESTJ, ESFJ) are the least likely

- Those with a dominant Introverted Perceiving function, either Si or Ni (ISTJ, ISFJ, INTJ, INFJ), are the most likely to take a *Monochronic* approach
- Type differences in taking a *Polychronic* approach are less marked; however, those with a dominant Extraverted iNtuition (ENTP, ENFP) are the most likely
- Those with dominant or auxiliary Introverted Sensing (ISTJ, ISFJ, ESTJ, ESFJ) are the most likely to want to learn from the *Past*, and those with dominant or auxiliary Extraverted iNtuition (ENTP, ENFP, INTP, INFP) are the least likely
- Those with dominant or auxiliary Extraverted Sensing (ESTP, ESFP, ISTP, ISFP) are the most likely to focus on the *Present*, with dominant Introverted iNtuitives (INTJ, INFJ) the least likely
- iNtuitive types in general are most focused on the *Future*.

The past-present-future differences are summarised below.



### **Country and time management**

We also investigated differences between countries in responses to the COF time management dimensions. Some significant differences were found; for example, respondents in Germany rated themselves the highest in taking a *Monochronic* approach, and respondents from Australia rated themselves the highest in taking a *Polychronic* approach. However, these differences are accounted for by Type differences between the different groups, suggesting that Type may be more important than culture in time management.

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