Where do you, your organization, and your students fall on the spectrum between the choices?

Side A Side B Low use of nonverbal signals High use of nonverbal signals such as and body You Less attuned to body language to communicate. language through voice, expression and gestures. Your Institution/Organization Communication is direct You **Communication is indirect** Avoid getting to the main point quickly. People Get to the main point quickly, spell things out Your Institution/Organization exactly. May appear to be blunt, or even rude. get main ideas from context. **Sparse Interpersonal feedback** Frequent interpersonal feedback. You Avoid interfering with others' lives. Mood shifts Constant checking on emotional status is Your Institution/Organization attributed to personal problems often to be important for group morale. Attuned to slight mood changes among friends and colleagues. ignored. Disagreement is depersonalized. You Disagreement is personalized. Tend to withdraw from conflict and get on with Sensitive to conflict and criticism. Defuse Your Institution/Organization task. Can defuse confrontation by quiet confrontation and unpleasantness. Resolve conflicts before work can progress. separation. Personal commitment to people is low. Personal commitment to people is high. You Relationships start and end quickly. Relationships depend on trust and build slowly. Your Institution/Organization Task orientation. You Process orientation. Things get done when everyone follows policies Getting things done depends on relationships and Your Institution/Organization and procedures and pays attention to goals. People attention to group process. Courtesy and kindness are not as important as completing the job. are more important than completing a job. **Time is a commodity** to be spent, saved, carved out, You Time is process and part of nature; it belongs to lost and made up. Emphasis on promptness, speed, everyone. Emphasis on people and completion of Your Institution/Organization schedules, and efficiency. Time is money. Change transactions. Change happens slowly because happens fast. things are rooted in the past. Deadlines are goals to be achieved if possible. **Culture can be changed**, put on, or taken off. Culture is ingrained and integral to everything. Change means discarding old ways for new. Expect Change means integrating new and old ways. Your Institution/Organization others to be willing to reshape culture. Seldom expect others to reshape their culture.

Privacy is important with concern about disturbing others	You	Privacy is less important in involvement with family, friends, close business associates
	Your Institution/Organization	
Analytical, linear-logical, and disciplinary thinking valued. Disciplinary boundaries make sense; classification systems in your field are valuable; you see attributes of objects first.	You	Holistic, symbolic and systems thinking valued. Disciplinary boundaries are fuzzy and contrived; classification systems have too many exceptions; you see connections between objects first.
	Your Institution/Organization	
Examination of ideas is valued	You	Application of knowledge is valued
	Your Institution/Organization	> >
Information can be separated from context.	You	Information without context is meaningless.
	Your Institution/Organization	,
Individuated work is valued.	You	Collaborative work is valued.
	Your Institution/Organization	>
I'm comfortable walking into a crowded room where I don't know anyone. I also am comfortable speaking up in class.	You	I'm uncomfortable walking into a crowded room where I don't know anyone. I avoid speaking up in classes.
	Your Institution/Organization	
Written communication is preferred to oral communication. Information is better absorbed through written communication.	You	Oral communication is preferred to written communication. Information is better absorbed through oral communication.
	Your Institution/Organization	

^{**} Source: Adapted from the work of Hall (1959-1993), Hall and Hall (1990), Ibarra (2001), and Ibis Consulting Group product.