

Different cultural dimensions and business planning activities

Adapted from: Schneider and Barsoux (2003)

Dimensions	Attitudes	Planning
Time focus	Monochronic cultures	The focus of activity is more on the task itself and making schedules
	Polychronic cultures	The focus of activity is more on relationships when planning
Time orientation	Past	The emphasis is on continuing traditions and building in long-term time frames if the plan is for a change process
	Future	The emphasis is on longer-term plans and long-term results
Power	Hierarchy	More autocratic or paternalistic planning is displayed, in which managers make decisions without consulting employees
	Equality	Employees may implement the plan in the way they believe is the most appropriate. More participative planning is displayed
Space	Private	Tendency to use more individualistic or systematic forms of planning
	Public	Public space cultures tend to use more group-oriented or authoritative forms of planning
Structure	Individualism	It is expected that those involved in planning will take the initiative to present their views
	Collectivism	Plans are developed within the shared values used for measuring and justifying activities in the organisation
Communication	Low-context	Low-context cultures develop plans that are explicit, detailed, quantifiable and information-based
	High-context	High-context cultures develop plans that are more implicit and less detailed in terms of instructions
Competition	Competitive	The emphasis is on speed and task performance when implementing plans
	Co-operative	Emphasis is on maintaining relationships in plan implementation
Action	Doing	Tends to be done by developing measurable, time-framed action steps
	Being	Tends to be done with a strong focus on the vision or ideal a company wishes to attain



