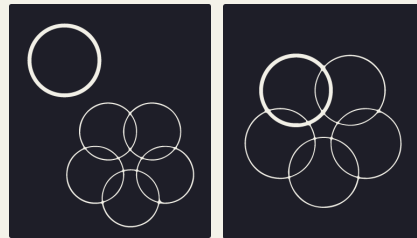# Descriptions of the GlobeSmart® Profile Dimensions

Independent
- Place great importance on individual identity
- Derive identity from personal choices and achievements
- Prefer acting on their own
- Tend to openly express opinions or disagreement

Interdependent
- Place great importance on group harmony and cooperation
- Derive identity from group affiliation
- Feel a sense of duty, obligation, and loyalty to ascribed groups
- Tend to collaborate well with others

Egalitarian
- Be comfortable challenging the views of superiors
- Be flexible regarding roles
- Treat everyone much the same
- Assume power should be shared broadly among a group
- Tend to pay little attention to issues of status and position
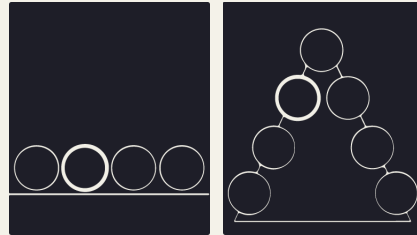
Status
- Prefer not to challenge those above them
- Be deferential to superiors
- Adapt their behavior depending on relative status
- Assume power should be reserved for a few members of a group
- Appreciate the importance of status and hierarchy

Risk
- Prefer rapid decision making and quick results
- Place great importance on flexibility and initiative
- Value speed over thoroughness
- Can make the rules as they go
- Comfortable making mistakes; 'fail fast'
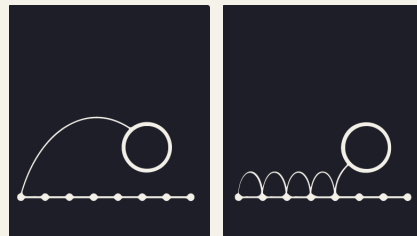
Certainty
- Spend significant time on background research
- Establish proper procedures before starting a project
- Value thoroughness over speed
- Need to know the rules
- Mistakes are to be avoided

Direct
- Come to the point quickly
- Be forthright in asking questions in most settings
- Feel comfortable disagreeing with others and giving them feedback
- Give negative feedback directly
- "Yes" means Yes; it's ok to say "No"
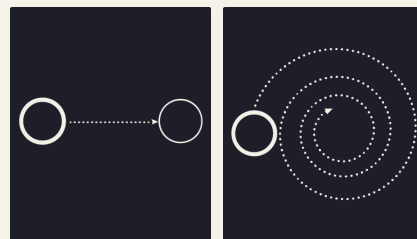
Indirect
- Spend time explaining background and context before coming to the point
- Avoid giving feedback publicly
- Express disagreement in subtle ways
- Give negative feedback indirectly
- "Yes" does not always mean Yes; it's often not acceptable to say "No"

Task
- Move quickly to tasks; get to know people later
- Trust is built by reaching goals on schedule
- Time is generally fixed and controlled
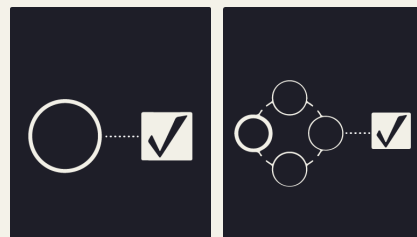
Relationship
- Time spent building relationships is key to achieving good results
- Trust is built by developing close, personal relationships
- Time tends to be fluid and flexible