

Canadian Workplace Values – From *You're Hired...Now What?* By Lynda Goldstein

Canadian work values compared with values in other cultures	
Common Canadian Values	Contrasting Values Of Some Other Cultures
<p>Directness, honesty, openness: People should be open and honest and say what they think, but they should be polite and speak in a way that is considerate of other people's feelings.</p>	<p>Indirectness / increased directness: In many Asian cultures, saving face is most important. People are taught to be diplomatic and put the feelings of others first. Honesty isn't necessarily the best policy.</p> <p>In Russia and some Eastern European countries, people are even more direct than in Canada. They see directness as a sign of honesty and respect, but can seem rude to people from less-direct cultures.</p>
<p>Equality: All people are equal. In the workplace, status is observed in a less-obvious way than in other cultures.</p>	<p>Rank or status: Roles are defined in terms of one person being subordinate or superior to another, as in Russia or China.</p>
<p>Self-direction: Employees are often given a task and expected to figure out how to do it. They should be willing to work hard and show initiative.</p>	<p>Hierarchy: Employees are told exactly what to do and how to do it. Cultures such as those in East Asia and South Asia have a steep pyramid. The boss or chief at the top gives detailed directives which employees are expected to implement.</p>
<p>Change: New ideas are often well-received. Many organizations change constantly.</p>	<p>Tradition: In some Asian culture people are taught to respect their ancestors and observe the rituals, customs, and beliefs from their past.</p>
<p>Time flies: People must save time and be organized, using schedules and time management techniques. In business, it's important to be punctual.</p>	<p>Time walks: In many South American cultures and countries such as Indonesia, people take it easy and don't rush. They have more flexible hours and feel that what isn't done today will get done tomorrow.</p>
<p>Short-term outlook: Companies focus on short-term goals. They measure success on a quarter-by- quarter basis.</p>	<p>Long-term outlook: Companies sacrifice short term gain for long-term goals. The Japanese auto industry, for example, has longer-term goals than the North American auto industry.</p>
<p>Individualism and privacy: Respect individual needs, personal property and privacy. For example, people do not discuss their salaries with co-workers.</p>	<p>Group: The group's needs are most important. Individual needs and property are sacrificed for the group.</p> <p>In the Chinese culture, for example, people tend to consult the group</p>

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	before making decisions. In group cultures, salaries are public knowledge.
Work: Many people define themselves by the type of work they do. They work hard and make work a priority, often giving up personal time for their jobs.	Being: People don't define themselves by their work. It's acceptable not to focus on work. In the Scandinavian countries, family life is considered more important than work.
Action and achievement: Action and accomplishment are highly valued. Being productive is a great asset.	Relationships: Relationships are more important than action and accomplishments. In the middle east, business leaders take much longer to get to know each other than North Americans do before they conduct business together.
Self-improvement: People try to improve their own lives. Continued learning is encouraged; many companies offer seminars and workshops, and pay for employees' evening courses.	Birthright or fate: People are born into wealth or poverty as determined by fate. It is difficult to change their positions in society. This view is part of Indian culture, although it is changing in some places.