**Document Analysis**

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| **Dimension** | **Tendency** | **Description** | **Comments** |
| **Status** | Moderately Endowment-oriented | Traditional Czech companies without major Western ties (especially large, locally-run ones) are often paternalistic, with a hierarchy reflective of the previous bureaucracies found in communist monopolies. “Management is seen as aloof and expect their orders to be followed without question. This encourages little initiative from employees. Age also confers authority.” | Although Czechia is relatively egalitarian, many symptoms of Endowment orientation remain as a relic of communism. During Soviet occupation, the only way to get ahead in life was to play political games as an insider. Here, personal achievement held no sway and is partially to blame for the sense of pessimism still seen in the country today. After the death of communism in Czechia, a few elite people secured power and wealth (and are currently under fire for corruption, with a prime example being the Prime Minister Babis). Czarism was also an influence on the Endowment tendency, and continued as political parties in Czechia became veritable oligarchies. The first truly democratic election was only within the last decade and his administration is being protested for corruption, so those who held financial and social capital still do. Endowment also shows itself in informal but strict rules such as yielding seats to elderly on the trams, and in the respect that elders have while younger citizens are far less tolerated when they make mistakes. |
| Strongly Endowment-oriented | “Titles and educational background have great importance,” and meetings (first impressions) often begin with their exchange. “The formality of using academic titles before a surname when you address someone is also important,” and considered rude to omit. |
| Moderately Endowment-oriented | Senior managers, regardless of their ability to communicate compared to younger and more educated colleagues, are the decision makers. This decision is “generally either autocratic--where they want supportive information from subordinates not advice--or consultive, where they consider all opinions but faces the problem individually.” Group leadership was only used by 9% of cases in a study by Kamila Dedinova. Over half of cases also showed transactional leadership, where rather than stimulating above-and-beyond performance you simply do what is expected or are terminated. |
| Moderately Achievement-oriented | According to findings from Kamila Dedinova, Czech managers in recent years (which increased international involvement changing their business environment) have turned from strictly autocratic strategies to more situational leadership styles. Managers “underestimate the participation of employees in decision-making,” but “after careful monitoring of performance they will begin delegating tasks to those they have developed more trust in.” This begins allowing for personal ownership and advancement. |
| **Involvement** | Strongly Network-oriented | Accepted members of the workplace community “work together very effectively once the time and resources to build a good team have been put in.” Although much of Czech business is Process-oriented, their personal lives tend toward Network orientation; getting to know their coworkers well enough leads toward this subtle shift causing Group orientation symptoms (and strengths). | As a culture tending toward both Thoroughness and Schedule orientations, it makes sense that much of Czech business is procedurally-based. This leads to an environment that has an established process for evaluating potentially dangerous changes, and allows everything to proceed at a predictable pace. However, most of what visitors see of Czechia is this transactional relationship. We do not often see the social contracts defined by new relationships that last a lifetime, or the depth of service attitude between friends. Some of this Network orientation can be found in the workplace environment, but only if one is willing to break through what comes across as a facade of cold disinterest. |
| Moderately Process-oriented | Traditional Czech teams are organized as a group of individuals, “without much unnecessary collaboration, reporting to a single leader.” Since this is an Independent strategy, it only works when each participant can successfully follow procedures. |
| Strongly Process-oriented | “There will often be small talk at the start of a meeting but this is limited in scope and duration.” Although Czechs are not devoid of interest in personal matters, it is something to discuss only once work is complete. |
| Moderately Process-oriented | “Managers are kept somewhat aloof and issue direct commands.” Rather than lengthy (if effective) face to face discussions and briefings, Process-oriented Czechs find it is more efficient to utilize memos, emails, etc. |
| Moderately Network-oriented | The workplace community is also shown in that “a key Czech characteristic is a lack of initial trust amongst people who meet for the first time.” Smiles, eye contact, and personal information are reserved for their personal lives and friends, as casual relationships at work are seen as unprofessional. This can lead to a perception of unfriendliness. |
| **Action** | Strongly Thoroughness-oriented | “Czechs tend to be detail-oriented and like arriving at a meeting with all the facts ready.” This desire manifests in the difficulty to schedule meetings at short notice. | As an Endowment culture that places value on reputation, and as a nation that has experienced a series of unfortunate events (occupations, failed elections, corruption, etc) that turned much of the populace off of any change, Czechia tends toward Thoroughness. In other words, they like to be as prepared as possible for meetings, presentations, and life in general; relating any potential future changes to what has worked in the past as well as traditional values to prove that the change has been well-thought out and is unlikely to backfire. |
| Strongly Thoroughness-oriented | “Czechs tend to wait and think before responding.” In essence, they are weighing potential outcomes instead of the first thing on their mind. |
| Strongly Thoroughness-oriented | Employees are expected to “follow orders without question,” meaning their worth is found not in innovation and seizing on profitable opportunities, but in their ability to match company values long-term and develop good relationships with management. |
| Strongly Thoroughness-oriented | “Hierarchical, bureaucratic, and paternalistic” Czech businesses operate under the idea that reputation is key; it is what attracts and more importantly retains customers. This reputation is established through prestigious management that cultivates lasting partnerships, and maintained through carefully evaluating potential changes before implementing them (as bad strategies can irreparably damage reputation). |

**Observation Analysis**

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| **Dimension** | **Tendency** | **Description** | **Comments** |
| **Clarity** | Strongly Indirect-oriented | Passersby do not hesitate to tell us when we do something socially unacceptable. People have shushed us loudly on the tram, grumbled angrily when we seem confused at their instructions in Czech while at cash registers, and even pulled one of us away from a button she accidentally pressed to yell at her publicly. However, this is only after they have stewed in silence for a while. | At first, Czech people may seem extremely Direct to visitors since they seem to portray only negative emotions in public, and fairly aggressively. This is actually an indication of a strong Indirect orientation however, as their anger and frustration is only shown after bottling up irritation when passive aggressive techniques fail. Combined with a Neutral orientation, this makes Czechs very hard to read to outsiders, and it can be shocking when they burst out unexpectedly. This is also combined with some Rule tendencies, especially in public situations. For example, trams have very strict informal rules about who you must yield seats to, how loud you can be, etc. Thus there is low tolerance for any violation and each quickly crosses the threshold where Czechs lose their patience. The entire orientation may arise from a history where speaking out could cause terrible consequences, but there was also a deep latent frustration with their situation under Nazi and then Soviet rule. As such, now that Czechs can safely speak about their values, they have very strong convictions to get very riled up about once you have pressured them enough that they have to tell you about them. |
| Moderately Indirect-oriented | While traveling by tram, I have noticed people staring at my friends with darker skin (something uncommon in Czechia). They seem to operate within a personal bubble, and will only do this staring when they are safely ensconced within the seat they’ve chosen. |
| Strongly Indirect-oriented | There are a lot of nonverbal cues Czechs use to let passersby know they are annoyed. We are not in tune enough yet to not be surprised by eventual outbursts, but it is becoming more noticable. Passive aggressive glares, mumbling or shaking their head in irritation, tensed jaws and hands, sharp short movements, and more all betray when a Czech person is fed up with the Americans talking too loudly on the tram. |
| Moderately Indirect-oriented | A play we saw at the National Theater was modernized (and in the usual European view that sex is not shameful), with improvised jokes about current social and political situations. As such, an actress presented a disclaimer at the end of even this national and traditional play, stating that if anyone was offended to please keep in mind it was a work of fiction. This is in contrast to other instances where I have heard older Czech people (including multiple professors) claim how little they care about being “politically correct,” but in line with the younger generation who are exposed to global trends of language usage and more Rule-oriented. |
| Strongly Indirect-oriented | When Czechs do burst out after stewing for awhile, it is always timed so that they can avoid any fallout or negativity. For example, one of us was somehow annoying on public transportation. Nobody around said anything, but a woman shoved her just as she was getting off at a stop. This way she got her point across, but did not have to deal with a prolonged unpleasant conversation about it. |
| **Emotion** | Strongly Neutral-oriented | Both formal and casual discussions involve very little facial expression or gesticulation. Young children tend to have dynamic expressions and more movement, but they all seem to learn to stop after a certain age. | The strong tendency toward Neutral orientation in Czechia is tied in with the tendencies to be Indirect and Independent. Living under military control and various occupations from the Nazis to the Soviet Union taught Czechs to keep a low profile. To survive the day without disappearing, it was essential to stay quiet and not express displeasure outwardly. This trend remains today, although as less of a safety mechanism and more of a desire to keep matters private. Just as it takes a few meetings to get a Czech person to open up to you, no casual passerby is going to invest any effort in even the smallest personal relationship; that is reserved for family and close friends, as part of their Network orientation. |
| Strongly Neutral-oriented | People on the street, public transportation, etc will not meet your eyes or smile, as is common in the southern US. |
| Moderately Neutral-oriented | When angry, which seems to happen relatively often on public transit, people have no qualms with physically showing their frustration or irritation through gestures, posture, and expressions. Great emotion is required to evoke this, however, emphasizing the strength of their Neutral orientation. |
| Strongly Neutral-oriented | Accidentally bumping into people on the street is seen as something to be immediately disregarded. My automatic reaction to apologize is met with stony silence, or even confusion that I brought attention to the matter, as they continue on their way. |
| Strongly Neutral-oriented | Even in the face of crisis situations, Czechs maintain their composure. Our Uber was stopped by a police car (apparently Ubers were not allowed in the park we called it from), but our driver showed only a flash of nervousness as he turned around to tell us to “act like his friends” rather than customers. Immediately after and for the rest of the event, his voice, hands, and face were measuredly calm. |
| **Organization** | Strongly Schedule-oriented | Presenters, interviewees, professors are generally on-time or early, and meetings never go late. One of our interviewees became very anxious when we warned her it might take awhile to get through all our questions, and we had to immediately assure her we would still leave on time for her to make her following appointments. | As part of the Endowment tendency Czechia exhibits, it is considered unprofessional and rude to be even seconds late to something formally planned. Since a lot of value is placed on appearing professional in a culture that is so Indirect and Neutral, being late is one of the most stressful things that can happen to a Czech person. “Accidents happen” is not a well-favored phrase here, as any excuse for being late can be parried with the admonishment that you could have left early enough to accommodate the situation. Much of this likely comes from the Germanic influence on Czech history after the Nazi occupation; Germany is extremely Schedule-oriented and any Czechs under their rule would have had to quickly learn to act similarly if they did not already. |
| Strongly Schedule-oriented | Public transportation is rarely diverted, frequent, and always quick to arrive regardless of traffic or weather. When it is not, people waiting become clearly agitated and anxious. Our tram stopped for approximately two minutes once while the driver got out to check something at the front, and this upset a nearby passenger so much that her questions became increasingly accusational until we were off again. |
| Strongly Schedule-oriented | The only thing I have witnessed so far in Czechia with the power to break through the prevalent Neutral tendency is a messed up schedule. We arrived 7 minutes late to the Skoda museum after the bus had to travel in the wrong direction for a short while, and our guide became extremely flustered. She ran ahead of us to check in to our tour, seemed nervous the entire time, and apologized profusely to the museum attendees as if she expected much worse of a reprimand than the little smiles she got. |
| Moderately Schedule-oriented | Multitasking rather than providing one’s full attention is considered rude, more so than for example in the US which also tends toward Schedule habits. An interviewee pointedly ignored her ringing phone until we finished our round of questions to show her engagement and professionalism, and anyone caught multitasking during class is treated to the Indirect passive-aggressive behavior described above. |
| Moderately Schedule-oriented | Signage in Prague is prominent, clear, and ubiquitous. Even with a rudimentary understanding of the language it is always obvious when stores are open, at what time the next tram will arrive, what stops are included on various routes, entry fees, restaurant prices, and everything else. |

**Interview Analysis**

**Interviewee Questions**

Authority:

1. Tell us about the cynicism Czechs are known for. Has it always been a part of being Czech, or was it influenced by recent history?
2. Do you trust or have faith in the current political establishment? We have heard about protests regarding the prime minister's corruption; was he an isolated case, did his actions shock Czech citizens?
3. The Czech Republic's democracy is still young. Does the current system seem stable? Do you think it will continue in a positive trend?
4. Tell us what you think of the Czech Republic being Czechia. We know it isn't a popular name change; why?
5. How do Czechs react around or in response to authority figures, like the police? Please feel free to give specific examples.
6. Name a time you went around the rules a little (for example, back in Texas, we all jaywalk/cross the street at dangerous times). Describe how it felt to disobey authorities, no matter how minor; including if you didn't feel anything (if this doesn't apply, we understand!).
7. You don't have to answer this (or any of these questions if they dig too deep), but we are very interested in the high population of atheists or simply non-religious in the Czech Republic. Can you speak to that personally? The general sentiment against atheists in the US is still distrustful (unfortunately), how is it here? What do you think the reasons are for so many people relative to other countries to be non-religious?
8. In your experience, how strict are Czech parents? For example, do they allow their children to learn the ways of the world by getting into a little trouble, or do they tend to ensure they're very obedient from a young age? Please provide any examples you can think of.

Collaboration:

1. When you have been assigned to a new team for a project, how long do you take getting to know each other before settling down to work? If you are a generally extroverted person, do you find that you have to take a few tries to get teammates to open up enough to feel comfortable working with you?
2. Once work is done for the day, do you hang out afterwards with your team (go out somewhere, get drinks, etc)? On the last team you've worked with, did you grow very close together personally?
3. What problems are there when you have to leave one team to join another? If it does not happen often for you, how long do teams tend to work together in the same setting/company? Do you think it is easier/harder for older/younger more/less educated people to switch from team to team?
4. When a supervisor congratulates your team on work well done, do they congratulate the entire team as one or single out specific individuals who worked the hardest? Either way, how does that make you feel?
5. When you are in a group meeting, does a supervisor listen to everyone's ideas then make a decision? Alternatively, does the meeting continue until every member of the group is in agreement on a single decision?

What I learned:

The most salient and applicable thing I learned from designing these questions and hearing their responses (which included nods to all dimensions, not just the ones targeted) was how complex the Authority dimension can be. Previously, it was easy to perceive the dimension as a simple guide towards whether someone is likely to disobey orders or mess up procedures for no reason. Now that I have explored two ends of an intense historical event through the experiences of test-blind subjects, I have a far deeper understanding. One of my more interesting findings was that a populace previously tyrannized and wishing they could rebel but fearing dire consequences, once freed retains that cynicism for awhile and still acts out somewhat even if their new government is fair to all and enacts reasonable policies. The turnaround is quick as the next generation already starts growing up with Rule tendencies, but the generation caught at the time of change is at a fascinating point on the Authority spectrum.

Another interesting finding for me was that cultures without extremely strong preferences to Network or Process orientations can engage them at different times. When in a transactional relationship, Czechs are very Process-oriented and there is no doubt about it. However, in social settings, hints of a deep vein of Network orientation is also evident. For example, Czechs tend to save pleasantries until after business is concluded; but never eat alone and trade responsibilities of paying the entire tab at once throughout the friend group over time. Somewhat similarly, Indirect tendencies vary according to the situation. Although they are always strong, they are especially dominant during impersonal interactions such as while on public transportation. If an altercation can be had and immediately escaped, it is far more likely to occur. As a result, a lot of our experience studying here has been punctuated by accidentally deeply upsetting a local in transit or at cash registers who proceeds to berate or even get physical with us. Meanwhile formal settings like classrooms, the theater, and other places where we may see the same person again manifests the Indirect tendency as avoiding hurting feelings rather than avoiding confrontation.

A last fascinating point was how quickly a culture can evolve. For example, there seems to be a consensus that Czechs were not as Schedule-oriented before German occupation as they are were after and continue to strongly be. Considering that the Nazis were only in power from 1933 to 1945, this is an incredibly short time to so strongly influence another culture and leave them with the same orientation for decades to come and the foreseeable future. This raises questions of how quickly it may be possible to shift, say, from an Endowment tendency to a more Achievement-oriented Czechia, to complement Independent tendencies (similar to the current US situation).

**Findings on Contextual Factors**

The culture of Prague is a fascinating one, shaped by their tumultuous history and evident in their humorous “national pastime” of complaining. Our interviewees, Veronika and Petra, grew up in two different but influential periods of Czech history, and offered amazing insights into the complex tale. Veronika, the elder, was a teen during the Velvet Revolution. As a young girl, she was taught by her parents and neighbors’ examples to always keep a low profile. Flashy colors, loud tones, etc; anything that drew attention was a bad idea, as the only way to advance in communist society was to butter up officials such as by pointing out wrongdoers who may have gained their material goods or happy demeanor through illegal activity. This had to be learned quickly through observation; experience could have meant the end of her. She described how inward-looking her country was as well, with few food options, no language choices, and no chance to travel. She then described the period when the world opened up and the immense freedoms she faced, and how she no longer lives in a state of anxiety. It was an incredible insight to hear her talk about how now, she is able to dispute traffic fines with police officers and call them names behind their backs. Similarly, she can travel if she wants, speak English, and buy whatever brands. Interestingly however, she has retained a lot of the inward-looking attitude she was raised with. For example, she disliked the idea of immigration to Czechia (a reasonable thought considering that the last time the country had a large population of non-Czechs, it resulted in Nazi Germany easily annexing their land from under them) and did not approve much of the European Union, voicing displeasure with their eventual future transfer to the Euro and the loss of sovereignty that comes with being part of a supranational entity. She even mentioned fears that it was yet another potential occupation of her country, but laughed it off saying she may just be engaging in the cultural pastime. She acknowledged that people her age are very resistant to change, even if it may be for the better. This is undeniably due to the fact that most changes Czechia have experienced have been nothing but trouble; she of course does not even approve of the country’s recent name change.

In contrast, our younger interviewee Petra grew up completely after the end of Soviet control of Czechia. She is more outwardly-focused, less pessimistic, and more rule-abiding than Veronika. She was raised in a period of hope (before the government was once more revealed to be full of corruption) and with the knowledge that as part of the EU, she can easily travel (such as through the Erasmus program) and learn other languages and cultures. This same hope leads her to be more Rule-oriented, as she is anxious when even just jaywalking; this is likely because the laws of her country are now much more fair and reasonable. Not having experienced the cycle of disappointing changes, she is also much more supportive of EU influence and immigration. She is also more willing to fight corruption in her government, as there is no impending sense of futility like Veronika described. She described how her parents were a 7 on a scale of 1 to 10 where 10 is highly protective, noting that they were loving but gave her plenty of freedom to explore the world while young, leading to a confidence in its relative safety that Veronika never got to have. As such she finds it hard to understand her elders’ skepticism and actively fights against the Czech cynicism her country is known for.

In general, the two interviewees and the respective generations they represent shared a lot of cultural tendencies. For example, both agreed that the majority of the country exhibits signs of Neutral and Indirect orientations; they are only less so because their careers are highly international. Similarly, they both demonstrated moderate Endowment and Process orientations and strong Schedule orientations. Different trends arose in the remaining dimensions, however. Veronika admitted that her dislike of change contributes to forming strong personal bonds with her team; she frequently goes out with them, treats them like family, and works really well with them. Petra however is less Group-oriented as a result of her age and education level that forces her to frequently swap teams, and is very comfortable doing so. She is also more comfortable with Opportunity tendencies, as she was raised with the knowledge that the world was newly her oyster. Veronika on the other hand exhibits the same intense Thoroughness most Czechs do, carefully evaluating potential changes to her life and avoiding the global connectivity Petra embraces. Finally, as discussed above, she is also more Situation-oriented than the generation Petra represents, as she was raised in a totalitarian environment and now has even more opportunity to rebel since the consequences are less dire.

**Tendency Findings**

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| **Dimension** | **Tendency** | **Description** | **Comments** |
| **Authority** | Moderately Situation-oriented | One interviewee brought up a connection between a general distrust of the government (due to corruption) and her experience with the eagerness of Czech people to capitalize on gifts. As she put it, “if we see the opportunity to gain something for which we don’t have to play, we simply take it.” Rather than just take a fair portion of an offered meal for example, they will eat their fill and more to try and not need to pay for another meal later. Similarly they may sneak chicken steak on vacation to avoid paying for restaurants. | Younger Czechs have grown up as part of the European Union, where the laws are applied fairly and for good reason. As such, there are clear benefits demonstrated to follow the rules, and younger Czechs do so to the point that the streets have little graffiti, few defaced signs, and nearly no litter. Certain rules are strictly adhered to as well, such as a combination with the Endowment tendency to respect elders by giving up your seat for them on public transportation. Although it is a suggestion rather than a law, people willingly obey and ensure visitors understand to do so as well. However, Czechia also has a very much still alive streak of Situation tendency, exhibited more so in the older generations. As people recently released from oppressive rule, some want to continue keeping their heads down and not take advantage of their new freedoms. Others find their new situation laughably under-policed and believe it is their right to provide as much as they can for their family regardless of minor laws with loopholes they might slip through. Cynicism from the country’s history also plays a role in citizens’ careless actions in front of authorities, as well as that caused by the corruption in the current government (that ironically promised to end corruption; another change Czechs were hopeful about just to have dashed, leading to increased societal cynicism). Finally, some Czechs view the current corrupt establishment and the ways the EU is subverting Czech sovereignty economically and politically to be yet another tyrannical authority that deserves to be rebelled against. Protests are peaceful and displeasure announced only among friends, but the attitude is still there and manifests in the way Czechs argue about fines with cops, use dark humor, sneak food, cross outside of crosswalks and between green lights, etc. |
| Strongly Situation-oriented | Our younger interviewee expressed a respect out of fear for the police and feels anxiety when she sees an officer, but still admits to making fun of them or using “special nicknames” when out of earshot. Our older one, who experienced the sudden freedom and ability to defend herself from authorities after the removal of Soviet occupation, was more flippant and laughed about feeling no need to follow orders just because they are orders, as well as no paranoia when she disregards one she feels as petty. She describes how Czech citizens “think they are clever and can find a way around” perceived petty laws, and often dispute issues like fines loudly and boldly. She noted this may result in the police having to crack down a little to maintain power, which could result in the younger interviewee’s trepidation. |
| Moderately Situation-oriented | Both interviewees described the prevalence of atheism in Czechia. Our older one attributed this to “predetermination,” where she believes that appealing to higher powers will not change anything as much as bending the rules now will not change her existence after death. The high number of atheists or nonreligious in Czechia is represented in their irreverent or “dark” humor, and possibly shapes their interactions with authorities as there is no intrinsic notion of absolute power. |
| Moderately Rule-oriented | Our older interviewee described her grandmother’s desire to avoid all the conflict in discussion (such as political correctness) allowed after the removal of Communist rule, and how she also tries to find the benefits in the current government (other than the controversial Prime Minister Babis) so as to lessen the social division from protests. The younger one was much more vocal, citing the pain arising from poor families sacrificing the smallest luxuries while watching “some guy from the government buy his sixth house or car.” She stressed that protests were peaceful and ineffectual as there is no desire to accidentally reduce the democracy they finally have again, and that most of the distrust of daily government trickles down into daily life. This shows in the rampant pessimism and “Czech cynicism” that frames a large portion of casual conversations, especially when discussing the future (which is “going to hell” as both the increased number of political parties and increased control by the EU tend toward yet another loss of sovereignty and a social split between the older population and the younger very worldly people who are still hopeful). She also noted that this cynicism is fading with the younger generation, who do not enjoy the association with such pessimism. |
| **Collaboration** | Strongly Independent-oriented | One interviewee’s experience with teamwork was that she “was more focused on a result rather than building mutual trust.” In fact, her preferred approach is to divide the work and put it together at the end. | Czechs went through a long period recently with the Soviet era where they could trust nobody: not their neighbors, not even their friends. Everyone was competing for scarce resources, and afraid to show any success because it could be reported as some sort of fraudulent collusion. This has understandably led to a lasting concern about being quick to trust and divulge information, and people are still cautious about introducing achievements like a new car to those around them. The trend toward older Czechs preferring Group orientation seems to be less about valuing the personal bonds that increase productivity, and more about being unwilling to undergo change and swap teams willy-nilly. Since so many changes in recent Czech history that people were hopeful about turned out to ruin their lives (such as voting for Russian communism), older Czechs are understandably wary of anything that can affect their status quo. |
| Moderately Group-oriented | An interviewee reflected that although she does not mind moving from team to team, older Czechs might dislike changing their routine and less educated Czechs “are more fixed to the personal ties in the previous group.” |
| Strongly Independent-oriented | One of our interviewees discussing how team leaders reward the whole team as one more often than not noted that she feels “disappointed when [she] works much harder and gains the same result as a black passenger.” A black passenger here is a team member who skates by on the work of others and has no reference to race but is based on the underground tunnels housing a “black economy (market)” during adverse periods in Czech history. |
| Moderately Independent-oriented | An interviewee describing how team leaders make decisions said, “he listens to all ideas and then very often decides on his own; not everyone must be in agreement before moving on.” This mixture of majority rule and authoritarian decision-making has ties to the hierarchical Endowment tendency, but also shows how an importance is placed not on group agreement and cohesion but who can present the best-liked idea to the leader. |
| Moderately Group-oriented | Another older interviewee confirmed the younger one’s theories by describing how her team has been together for 3 years, often goes out after work together, and will not go home until the entire group agrees on a resolution. The most telling note she made was that her “boss picks only people who will fit their team perfectly,” but she also admits this may not be universal since they are in a privately owned and secure job. |

**Cultural Profile of Prague**

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| Status | Endowment | Moderate | Although a fairly egalitarian society, Czech corporate culture remains relatively patriarchal |
| Involvement | Process | Moderate | Although transactional relationships are steeped in procedure and inflexible, personal life tends toward a network of support (such as never eating alone, etc) |
| Action | Thoroughness | Strong | The younger generation embraces their new opportunities in global connectivity, but older ones are resistant to any change after repeated examples of it either not working or making life much worse |
| Clarity | Indirect | Strong | The level of perceived passive-aggressiveness varies as younger Czechs do not like to be associated with that |
| Emotion | Neutral | Strong | Most Czechs value their privacy and personal bubble |
| Organization | Schedule | Strong | Nearly universal and of great importance to daily life |
| Authority | Situation | Moderate | Older Czechs are more Situation-oriented and more cynical than young, after living through the transition from communism to democracy |
| Collaboration | Independent | Moderate | Older and less-educated Czechs are more Group-oriented and like sticking with what they’re comfortable |

**Scenario Analysis**

1. Brittany shows Expressive tendencies (since she is described as vivacious and energetic), Network tendencies (shown by her approach to teamwork as a personal investment where meetings start with updates on her daughter), Rule tendencies (as she does things by-the-book), Schedule tendencies (considering her values in punctuality and meeting deadlines), and Opportunity tendencies (as an early adopter of cutting edge strategies). Her affinity for punctuality will match well with her Czech counterparts, and since she also appreciates preparedness for meetings the fact that she tends toward an Opportunity orientation should not clash much with the traditionally Thoroughness-oriented Czechs (this will still have to be managed carefully, as it can be upsetting to a Thoroughness-oriented person when they are rushed in a new direction that has not been proven to align with their historic values). Other areas where she may face difficulty lie in the first few tendencies discussed here. Her Expressive orientation is likely to be very off-putting to Neutral-oriented Czechs, and immediately getting personal with her team-building exercises is likely to be seen as an intrusion. Similarly, her Network orientation is likely to bother Czechs who, as a generally Process-oriented people, would prefer to get down to business immediately and catch up later if everyone is still interested. Finally, it is possible that her strong Rule orientation may ruffle a few feathers; although this dimension varies greatly among Czechs based mostly on age and education level, there is a streak of national Situation-orientation that might want to rebel if she imposes seemingly-useless policies.
2. As someone eager to snatch up opportunities for progress, Brittany may come off to the Czech team as hasty and irreverent toward important company goals that have founded and made their organization successful. Conversely, she is likely to find her new Thoroughness-oriented team as too rooted in the past to progress, as well as slow presenters since context is much more important to them. Less strongly Rule-oriented Czechs will also probably find her to be uptight and inflexible, while she will see anything less than strict adherence to their established procedures as careless or unmotivated. The worst communication problems will arise from her Expressive and Network orientations, however. As an upbeat personality for even American business, she will be a nearly unbearably strong presence to the more Neutral and Process-oriented Czechs. Her loud, prying mannerisms will likely be perceived as rude, unprofessional, and an invasion of privacy. For her part, Brittany will find it difficult to break past the Czechs’ initial barriers, and likely be very disappointed when her excessive attempts toward friendliness only make her new teammates draw further into themselves. She may find them cold and impersonal, impossible to read, or even a little hostile.
3. As a precaution for possible issues with her strong Rule orientation, rather than just lay down the law Brittany ought to preface each policy enactment with an explanation of why it is necessary and how it benefits her team and their projects. If possible, it would also be helpful for her to discuss any new or flexible procedures with her teammates and learn their objections before enforcing them. She may also consider relating the benefits of these policies and procedures to the Czech manufacturer’s traditions and values. This will appeal to their sense of Thoroughness as well, to both offset anxiety over what may seem like hasty changes and prepare them well for the work they will be doing together. Brittany’s next major obstacle is the clash of her Expressive and Network tendencies with Czech preferences for Neutral and Process orientations. In general, to successfully manage her new team, Brittany will have to realize that her friendliness is not perceived as such everywhere and that if she cannot tone it down, her tactics will not be as universal as she states. While her determination to build a cohesive team is great, she should try channeling the energy into something more palatable to the Czechs. For example, to accommodate Process orientation, she could try following the day’s schedule and only inviting her coworkers out for drinks once their work is done. Slowly building a relationship and introducing personal information and questions over a few weeks will result in the same cohesive team, without raising a lot of suspicion over perceived oversharing and time-wasting as her first impression on them.
4. Luckily, all of these cultural differences offer great opportunities for achieving cultural synergy. For example, Brittany’s Expressive tendency can help stimulate conversation among her team and encourage active participation from all members, while their Neutral tendency can help keep their meetings on topic and reasonable. Similarly, her Network orientation will foster group cohesion and help solve any disputes that may arise, while her Process-oriented counterparts will be able to ensure procedure is followed fairly and that meetings remain focused. Successfully integrating a moderate Situation tendency among the Czechs into Brittany’s strong Rule orientation will allow for a much-needed flexibility toward unplanned-for circumstances, to minimize some of the bureaucracy without destabilizing the generally-reliable systems already in place. Finally, integrating Brittany’s love for the Opportunity tendency into the more Thoroughness-oriented Czechs will allow for a synergistic system where she recognizes good opportunities and they carefully examine the potential consequences of each before a mutually agreed-upon implementation of the suggested policy without stepping on any toes.

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