

Name: _____

CONTEXTURAL RELATIONSHIP WORKSHEET – R. IBARRA

(LC)		(HC)	
M	Low use of nonverbal signals	M	High use of nonverbal signals such as and
O	Less attuned to body language to communicate	O	body language through voice, expression and gestures
M	Communication is direct	M	Communication is indirect
O	Get to the main point quickly, spell things out exactly. May appear to be blunt, or even rude	O	Avoid getting to the main point quickly. People get main ideas from context
M	Sparse Interpersonal feedback	M	Frequent interpersonal feedback.
O	Avoid interfering with others' lives. Mood shifts attributed to personal problems often to be ignored.	O	Constant checking on emotional status is important for group morale. Attuned to slight mood changes among friends and colleagues.
M	Disagreement is depersonalized.	M	Disagreement is personalized.
O	Tend to withdraw from conflict and get on with task. Can defuse confrontation by quiet separation.	O	Sensitive to conflict and criticism. Defuse confrontation and unpleasantness Resolve conflict before work can progress.
M	Personal commitment to people is low.	M	Personal commitment to people is high.
O	Relationships start and end quickly.	O	Relationships depend on trust and build slowly.
M	Task orientation.	M	Process orientation.
O	Things get done when everyone follows policies and procedures and pays attention to goals. People are not as important as completing the job.	O	Getting things done depends on relationships and attention to group process. Courtesy and kindness are more important than completing a job.
M	Time is a commodity to be spent, saved, carved out, lost and made up.	M	Time is process and part of nature; it belongs to everyone.
O	Emphasis on promptness, speed, schedules, and efficiency. Time is money. Change happens fast.	O	Emphasis on people and completion of transactions. Change happens slowly because things are rooted in the past. Deadlines are goals to be achieved if possible.
M	Synchrony is not important	M	Synchrony is important
O	Tempo of life is faster and individualized. Body movements are not synchronized.	O	Tempo of life can be slower. Absence of synchrony at work may cause stress and tension.
M	Culture can be changed , put on, or taken off.	M	Culture is ingrained and integral to everything.
O	Change means discarding old ways for new. Expect others to be willing to reshape culture.	O	Change means integrating new and old ways. Seldom expect others to reshape their culture.
M	Privacy is important with concern about disturbing others	M	Privacy is less important in involvement with family, friends, close business associates
O		O	
M	Analytical and scientific thinking	M	Holistic and symbolic thinking
O		O	
M	Examination of ideas is valued	M	Application of knowledge is valued
O		O	
M	Information can be separated from context.	M	Information without context is meaningless.
O		O	
M	Professions/Fields	M	Professions/Fields
O	Emphasize quantitative, measurable variables often disengaged from people. Ex. Science, economics, engineering	O	Analysis is more qualitative and requires attention to variables of cultural context. Often involve living systems and people. Ex. Therapy and helping professions

Source: Adapted from the work of Edward T. Hall (1959-1993) and Edward T. Hall and Mildred R. Hall (1990) and Roberto Ibarra, *Beyond Affirmative Action: Reframing the Context of Higher Education* (2001)
Adapted from Ibis Consulting Group product.