

5C
CENTRE

CULTURAL &
ETHICAL PROFILES

FOR INDIVIDUALS & ORGANISATIONS

THE BACKGROUND

5C's core competence lies in the application of cultural & ethical neutrality in the following organisational & interpersonal contexts:

- diagnosis , de-escalation & conciliation of cultural & ethical conflict,
- analysis of corporate cultures & codes of ethics,
- cultural & ethical alignment.

One of the tools which we use in these contexts is:

- cultural & ethical profiling.

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CULTURAL PROFILES & ASSESSMENTS

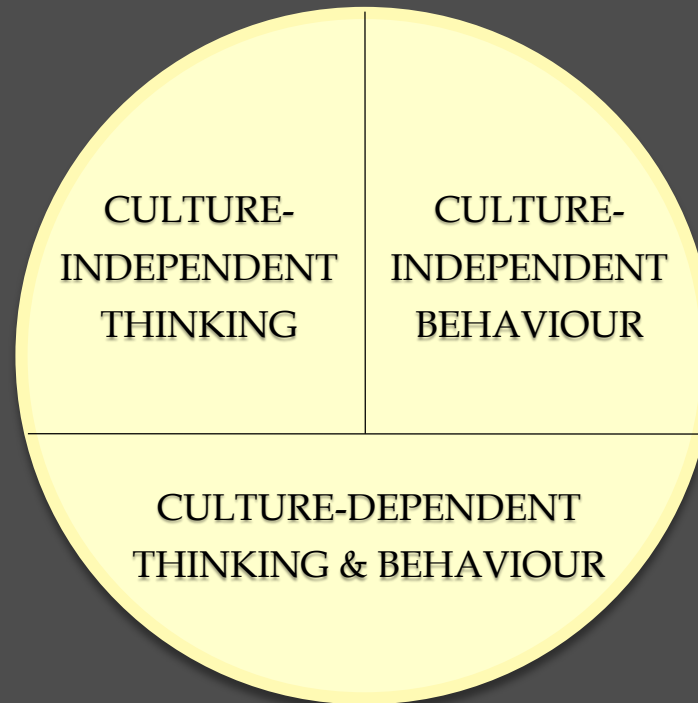
CULTURAL PROFILES OF INDIVIDUALS

In order to create 'cultural profiles' of individuals, we distinguish between the cultural & the non-cultural elements which drive a person's thinking & behaviour in a given context (e.g. at work) , i.e.

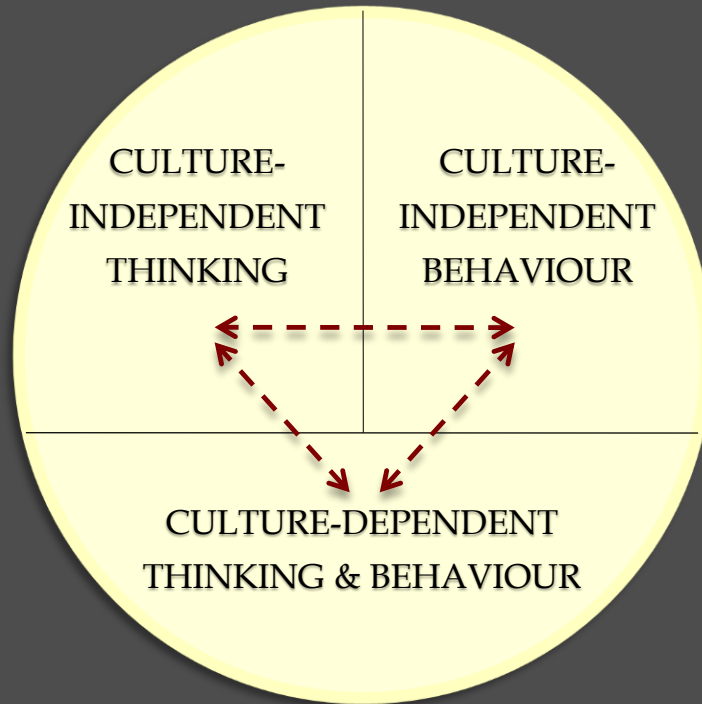
- A culture-independent thinking capacities,
- B culture-independent behavioural patterns,
- C culture-dependent thinking & behaviour.

Significantly, the element of culture-dependent thinking & behaviour is the one which can most easily be developed in individuals & organisations.

THREE ELEMENTS IN ONE PROFILE



THE DYNAMICS BEHIND ATTITUDES, MOTIVES, VALUES & ETHICS



CULTURAL PROFILES OF INDIVIDUALS

By differentiating between three distinct, but interacting elements, we are able to:

1. pinpoint areas of divergence between various individual profiles and/or organisational profiles,
2. elucidate the sources & dynamics of a person's attitudes, values, motives, ethical standpoints - plus any relevant inner challenges or tensions which affect their outward behaviour (see below),
3. identify those areas which can most easily be developed and, if required, aligned with other profiles.

CULTURAL PROFILES - THE REPORTS

In the profile-reports, separate sections are devoted to each of the following elements:

- 6 deep-cultural dimensions,
- 4 core thinking preferences,
- 5 core behavioural patterns.

The report also lays out:

- the interactions between the 15 core elements,
- the sources & dynamics of attitudes, values, motives, ethical standpoints & any relevant inner challenges or tensions,
- information concerning aptitude for particular functions, tasks & corporate cultures,
- areas for possible development & alignment,
- areas of unused potential.

CULTURAL PROFILES - GRAPHIC OVERVIEWS - AN EXAMPLE

Cultural Dimensions

CD 1	<u>±</u>
CD 2	++
CD 3	+
CD 4	++
CD 5	+
CD 6	+

Thinking Preferences

TP 1	++
TP 2	++
TP 3	+
TP 4	<u>±</u>

Behavioural Patterns

BP 1	++
BP 2	<u>±</u>
BP 3	+++
BP 4	++
BP 5	+

CULTURAL PROFILES OF ORGANISATIONS

In order to create 'cultural profiles' of organisations & their various departments, we collect data mainly through interviews. The data is evaluated in relation to six deep-cultural dimensions. Findings on predominances of non-cultural factors are included in the final report where these are relevant, e.g. a predominance of a certain thinking-preference in a certain department or throughout the whole organisation.

From the results, strategic changes to an existing corporate-culture-profile can be reasoned, planned & applied using the meta-language of 'deep culture'.

CULTURAL PROFILES OF ORGANISATIONS

Generally, organisations require:

1. an analysis of their current corporate culture & subcultures,
2. assistance with the conception of their future corporate culture & subcultures.

Cultural profiles & assessments are used as an effective instrument for the implementation of new corporate cultures. They ensure that key positions are held by individuals who are able to set the right behavioural example authentically to the rest of the organisation.

CULTURAL PROFILES & ASSESSMENTS

In order to draw up the profile of an individual, various tests & a structured interview (of three to four hours) are conducted by two culture-specialists. In the interview, one of the specialists leads the questioning whilst the other independently observes & records the results. Following the tests & the interview, the observations & other results are amalgamated into an extensive report & also into a graphic overview (see below).

An 'assessment' differs from a 'profile' in that the former evaluates an individual profile in relation to a desired profile for a certain function, department & organisation & its culture (see below), whereas a single 'cultural profile' is compiled without such an additional evaluation (see above).

CULTURAL ASSESSMENTS - GRAPHIC OVERVIEWS - AN EXAMPLE

Individual Function Department Organisation

CD 1		+		+		+		++	
CD 2		++		++		++		+	
CD 3		+		-		-		-	
CD 4		++		<u>+</u>		<u>+</u>		+	
CD 5		-		-		-		-	
CD 6		-		-		-		-	
TP 1		++		<u>+</u>		+		+	
TP 2		++		+		+		++	
TP 3		+		+++		++		++	
TP 4		<u>++</u>		<u>+</u>		+		+	
BP 1		++		-		+		+	
BP 2		++		+++		++		++	
BP 3		+		+		++		++	
BP 4		++		<u>+</u>		++		++	
BP 5		+		++		+		+	

An individual profile is evaluated in relation to the profile of a function, department and/or organisation.

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ETHICAL PROFILES & ASSESSMENTS

ETHICAL PROFILES & ASSESSMENTS

An 'ethical profile' is a specific extension of a 'cultural profile' and examines the nature, intensity & source of ethical allegiance & ethical competence plus other selected areas of ethically-relevant enquiry (see below).

An 'ethical assessment' pinpoints areas of convergence & divergence in relation to the ethical competence and ethical standpoints of individuals and/or organisations.

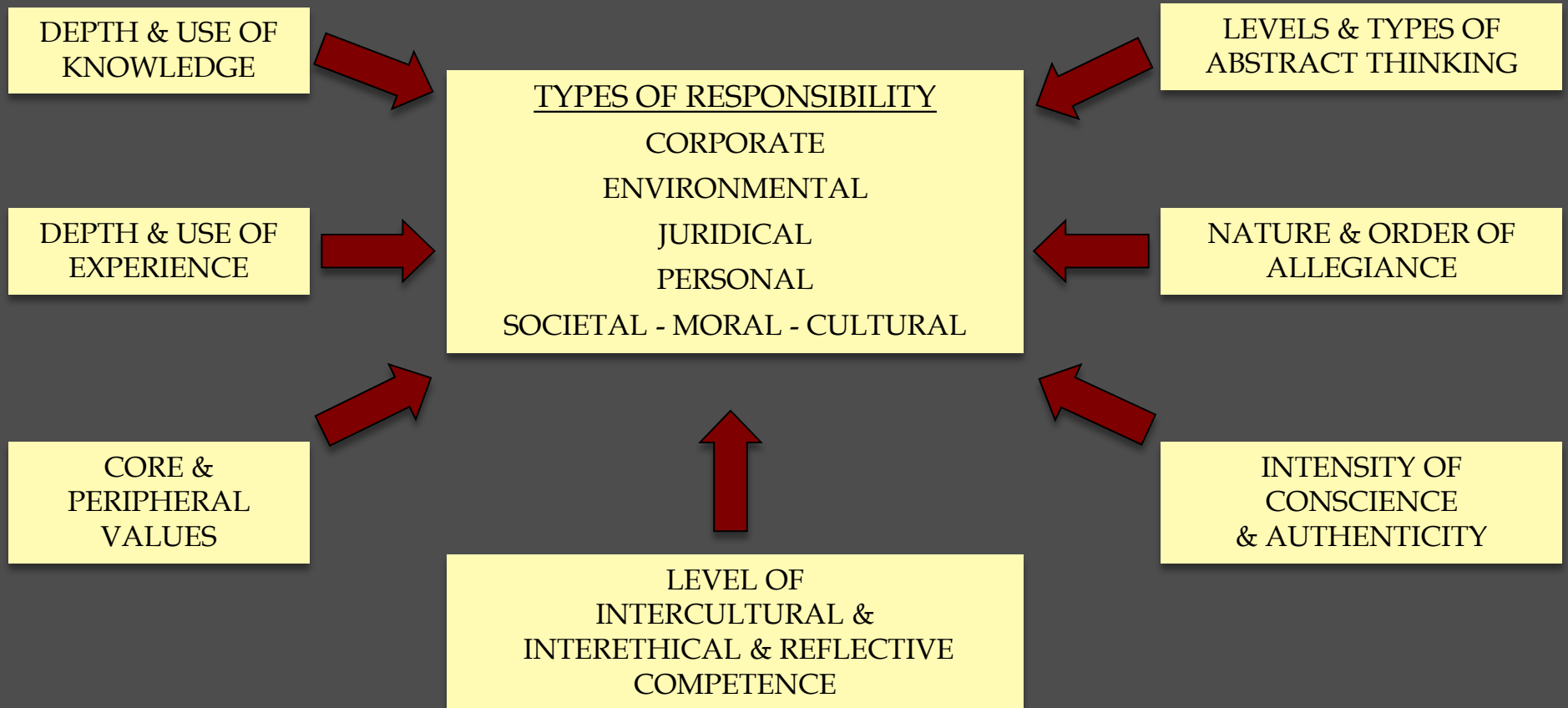
ETHICAL PROFILES OF ORGANISATIONS

An ethical profile of an organisation is compiled from targeted data-gathering & also from interviews with selected individuals.

It may form part of an ethical audit of the organisation.

An evaluation of the 'ethical competence' of a supervisory board or an executive managerial team is also possible.

THE SCOPE OF ETHICAL PROFILES



PROFILE-INTERVIEWS WITH INDIVIDUALS

As with the cultural profiles, a number of tests & interviews are conducted by cultural & ethical specialists.

During part of the interviews, questions are posed in a setting of an appropriate degree of cultural & ethical neutrality in order to evaluate the relevant underlying structures & premises.

Obviously, such interview-settings are not totally free of mental & physical context, but the mental premises pertaining in the interview are deliberately reduced to an appropriate minimum in order to access & evaluate the range & the limits of a person's faculties.

ETHICAL ASSESSMENTS - GRAPHIC OVERVIEWS - AN EXAMPLE

	Corporate Resp.	Environ. Resp.	Juridical Resp.	Societal Resp.	Personal Resp./Comp.
Depth & Use of Knowledge	✓	75%	✓	✓	✓
Depth & Use of Experience	✓	to-date minor	needs development	✓	✓
Nature & Order of Allegiance	✓	needs reflection	✓	✓	needs reflection
Intercultural, Interethical & Reflective Competence	✓	✓	✓	✓	IC-RC ++
Levels & Types of Abstract Thinking	✓	✓	✓	✓	TP1 ++ TP4 ++
Intensity of Conscience & Authenticity	✓	needs development	✓	✓	needs development
Core & Peripheral Values	→	→	→	→	see summary

ETHICAL PROFILES & ASSESSMENTS: THE REPORTS

An ethical-profile report addresses:

1. the relation between the cultural-profile & ethical behaviour
2. the levels & types of abstract thinking in relation to ethical competence
3. the levels of intercultural, interethical & reflective competence
4. the intensity of conscience & authenticity
5. the nature & order of allegiance
6. the core & peripheral values in relation to the content of the ethical position

An ethical-assessment report also includes:

7. details on further areas of enquiry, as selected & necessary, e.g. an evaluation of the depth & use of knowledge in relation to corporate, environmental, judicial & societal-moral responsibility.

INTERVIEWS & DEBRIEFING WITH INDIVIDUALS

During the interviews related to cultural & ethical profiling, most interviewees enjoy the opportunity for deepened self-reflection. A small minority of individuals can experience the interview as temporarily unsettling, depending on their levels of self confidence & intercultural competence. One of the main reasons is quite simply that the interviewees have no points of reference by which to make judgements about the 'rightness' or 'wrongness' of their responses, as they would normally be accustomed to do. In such interviews, there are no rights & wrongs.

The way in which interviewees interact with the various sections of the interview process itself forms an important part of the evaluation, as is explained to them during the de-briefing.

ASSESSMENT-REPORTS & DE-BRIEFING - THE ORGANISATION

In the case of assessments, the 5C Centre identifies two separate addressees for the results, i.e. the organisation and the interviewee.

A. The organisation receives:

1. a written report which describes & explains areas of convergence & divergence in relation to the desired profile and
2. an oral de-briefing which may include reference to confidential internal information which is necessary for the evaluation, but which should not be included in the written report.

ASSESSMENT-REPORTS & DE-BRIEFING - THE INTERVIEWEE

B. The interviewee receives:

1. the same written report as the organisation and
2. a 90-minute personal de-briefing which may include reference to confidential personal information & other aspects of their profiles which are not appropriate for mention in the report.

*The 5C Centre
& its specialist partners guarantee
full discretion & confidentiality to the organisation and the individual.*