

## Mapping: Team member cultural profiles

| Aspect                                     | Team member A                                                                                                                                                                  | Team member B                                                                                                                                                                                                                   |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cultural identity/identities               | Vietnamese, French                                                                                                                                                             | American (United States)                                                                                                                                                                                                        |
| Languages                                  | Vietnamese (native)<br>French (fluent)<br>English (advanced)<br>Mandarin (basic)                                                                                               | English (native)<br>Spanish (basic)                                                                                                                                                                                             |
| Self-construal                             | Moderately interdependent<br>(Weakly independent)                                                                                                                              | Strongly independent<br>(Weakly interdependent)                                                                                                                                                                                 |
| Power distance orientation                 | High                                                                                                                                                                           | Low                                                                                                                                                                                                                             |
| Communication style                        | High context (i.e., indirect)                                                                                                                                                  | Low context (i.e., direct)                                                                                                                                                                                                      |
| Conflict style                             | Avoiding                                                                                                                                                                       | Competing                                                                                                                                                                                                                       |
| Decision-making style                      | Holistic                                                                                                                                                                       | Analytic                                                                                                                                                                                                                        |
| Previous experience in multicultural teams | For past 10 years, have worked across different countries in highly heterogeneous, co-located multicultural teams with team members from various countries in Asia and Europe. | Have worked primarily in monocultural or token teams in the United States, though recently in a couple of global virtual teams that contained a cultural faultline between team members from the United States and from Mexico. |