Comparison of Cultural Differences at Work:

Egalitarian and Hierarchical Attitudes, Problem Solving Behaviors, Decision Making, and Performance Evaluations[7]

	Compared with egalitarian people, hierarchical people tend to:	Compared to hierarchical people, egalitarian people tend to:
Problem Solving	Focus on the problem's root cause (why it exists and who created it) rather than preventing the issue from re-occurring	Focus on problem solving and preventing re-occurrence rather than assigning responsibility for creating the problem
Decision Making	Will continue to ask clarifying questions beyond what egalitarian people would consider sufficiently clear directions	Will stop asking questions and are ready to leave before hierarchical people would consider that sufficient direction has been provided
	Prefer detailed instructions and will follow those directions completely	Prefer general instructions and the freedom to use one's own approach
	Provide frequent updates to managers, and verify if managers concur with their suggested direction	
	Prioritize tasks and responsibilities based on the position and title of the delegating person	Prioritize tasks based on urgency and importance
	Rarely, if ever, disagree with their boss	Relatively comfortable disagreeing with their boss

Performance Evaluation	Avoid evaluating performance of their managers (upward feedback) 360 degree feedback is difficult to administer/obtain with these individuals Hierarchical managers are not open to being evaluated by their employees Hierarchical employees generally rate their managers or individuals who they perceive to have seniority over them, as excellent in every performance area Hierarchical employees will avoid writing first drafts of their own performance evaluations because they believe that only managers are qualified to evaluate their performance	Expect to participate in the evaluation of other people's performance, regardless of position or level Will not hesitate to write the first draft of their own performance appraisal

[7] L. Laroche and D. Rutherford, *Recruiting, Retaining and Promoting Culturally Different Employees*, (Elsevier, 2007).