



Individualists

- Goals of individuals are valued more highly than the goals of the group.
- Individuals are rewarded for behaving independently, making their own plans, and working towards the achievement of personal goals.
- Appointments and promotions are largely based on individual achievement and qualifications.

Collectivists

- The welfare of the group is the primary focus.
- The needs of the group are considered more important than those of the individual.
- Kinship ties may take precedence over expertise in matters of appointments and promotions.



Strategies for Working More Effectively with Group-First/Collectivistic Workers

1. Collectivist candidates won't freely tell you their accomplishments. During the hiring process, make sure to tailor your questions so they give these candidates an opportunity to highlight their accomplishments while they were part of a team. So, instead of asking, *Tell me about your experiences with X, Y, or Z*, you could ask *Would you mind sharing how you helped your team accomplish X, Y, and Z? And what was your specific role in the team?*
2. Singling out individuals for their accomplishments (i.e., in a company newsletter, a recognition event, etc.), would very likely embarrass them. In such situations, praise the team and not the individual.
3. In decision-making, remember that all individuals need to be in agreement before a decision is made. This will likely take more time, so you need to account for that.
4. Competition among individual members of a group is disruptive to productivity as well as to group harmony. Teamwork and cooperation are their primary motivators.



5. Workers will not ask for a promotion if they feel that their professional advancement will impact group harmony. This attitude by no means connotes low self-esteem or lack of assertiveness but, instead, reflects an honorable concern for the good of the team. Remember, the welfare of the team always comes first.

6. It is not uncommon for collectivists to avoid taking initiative or even voicing their own opinions. This comes from a concern about making a mistake or saying something that would impact the group as a whole in a negative way. If you really need to know a collectivist's opinion, ask it in private or have them email you their thoughts.

7. Learn to become more emotionally involved with your group-first employees. While U.S. Americans could view this as an invasion of their privacy, collectivists, on the other hand, expect it. Inquiring about family members' welfare, and recognizing their children's birthdays, graduation, etc. will go a long way to show you care and value them.

