



**Cultural Perspectives Questionnaire**  
- Individual Aggregated Analysis -

Group Information

Group Name: IMD R&D 2004	# Respondents: 20
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Participant Information

JONSEN KARSTEN	karsten.jonsen@imd.ch	Country of Birth: Denmark Survey Language: Norwegian Survey user ID: 1411
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Participant Results

Orientation	Dimension	Description	You	Average (group)	High (group)	Low (group)	Avg for Country of Birth
Relation to Environment	Harmony	Our purpose and natural role is to maintain a balance among the elements of the environment, including ourselves.	3.86	5.03	6.43	3.86	4.35
	Mastery	Our purpose and natural role is to control nature and the environment around us.	5.50	5.18	6.62	3.75	4.87
	Subjugation	Our purpose and natural role is to understand and subjugate ourselves to the plan determined by a larger natural or supernatural element.	2.20	2.37	3.80	1.00	2.13
Relationships among People	Collective	Our main responsibility is to and for a larger extended group of people.	2.38	4.62	7.00	2.38	4.49
	Hierarchical	It is normal and good that power and responsibility are unequally distributed throughout society.	2.00	3.59	5.57	2.00	3.82
	Individual	Our main responsibility is to and for ourselves and immediate family.	6.50	4.51	6.50	3.25	4.24
Activity	Being	Our natural and preferred mode of activity is to do everything in its own time.	3.25	3.96	5.12	2.38	3.92
	Doing	Our natural and preferred mode of activity is to be continually engaged in accomplishing tangible tasks.	4.75	4.34	5.88	3.00	4.10
	Thinking	Our natural and preferred mode of activity is to consider all things carefully and rationally before taking action.	2.62	4.19	6.12	2.12	3.65
Nature of Humans	Good/Evil	The basic nature of people (not necessarily their behavior) is essentially good (high score) or bad (low score).	3.80	3.86	5.40	2.80	4.75
Time	Past	Business and day-to-day decisions should be based on tradition and precedent.	3.25	4.55	7.00	3.00	4.45
	Present	Business and day-to-day decisions should be based on immediate needs and factors.	4.25	3.62	6.00	2.00	3.45
	Future	Business and day-to-day decisions should be based on long term future needs and factors.	2.25	4.14	7.00	2.25	4.01



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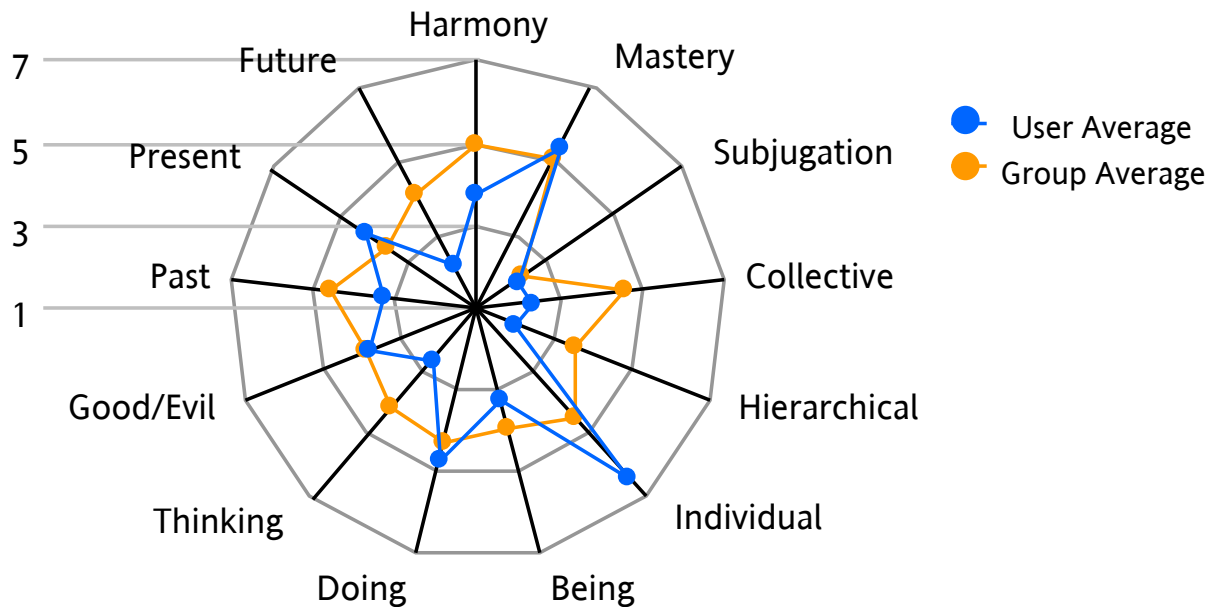
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Participant vs IMD R&D 2004



Scale from questionnaire

- |                                 |                     |
|---------------------------------|---------------------|
| 1 -> Strongly Disagree          | 5 -> Agree a little |
| 2 -> Disagree Somewhat          | 6 -> Agree Somewhat |
| 3 -> Disagree a little          | 7 -> Strongly Agree |
| 4 -> Neither Agree nor Disagree |                     |