

**AUTOCRATIC**  
MINIMAL COMMUNICATION AND COLLABORATION ACROSS LEVELS OF POWER

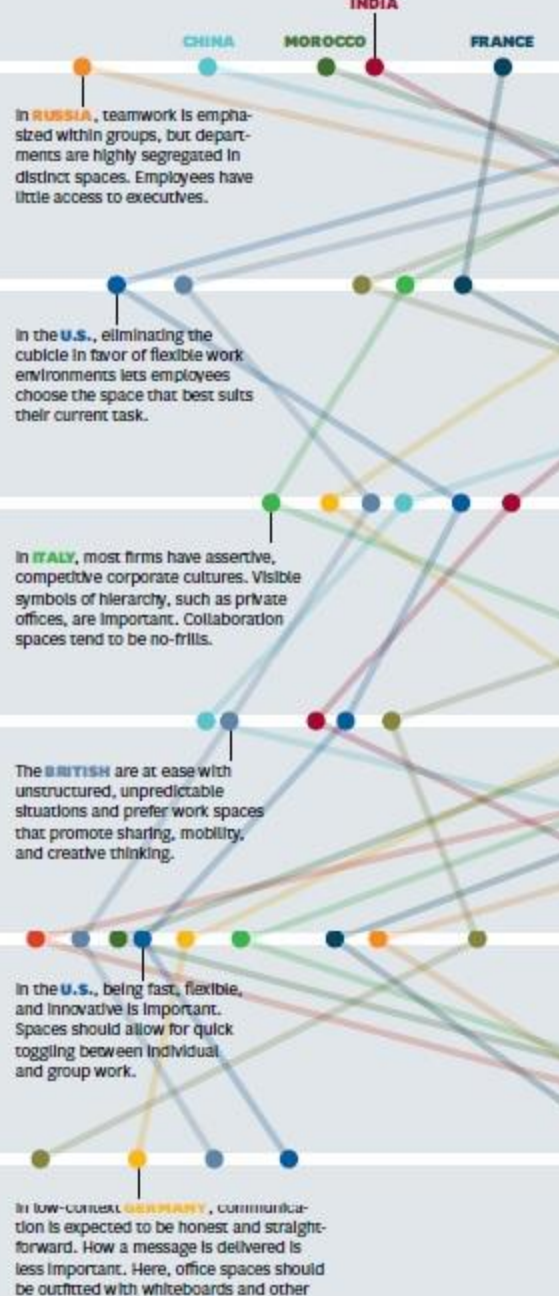
**INDIVIDUALIST**  
SELF-RELIANCE AND AUTONOMY ARE HIGHLY VALUED

**MASCULINE**  
ACHIEVEMENT AND COMPETITION DOMINATE THE CULTURE

**TOLERANT OF UNCERTAINTY**  
CHALLENGES ARE TACKLED AS THEY COME

**SHORT TERM**  
FOCUS IS ON FAST RETURNS AND ON MINIMIZING INVESTMENTS

**LOW CONTEXT**  
A DIRECT AND EXPLICIT APPROACH IS KEY TO COOPERATION BETWEEN INDIVIDUALS



In **RUSSIA**, teamwork is emphasized within groups, but departments are highly segregated in distinct spaces. Employees have little access to executives.

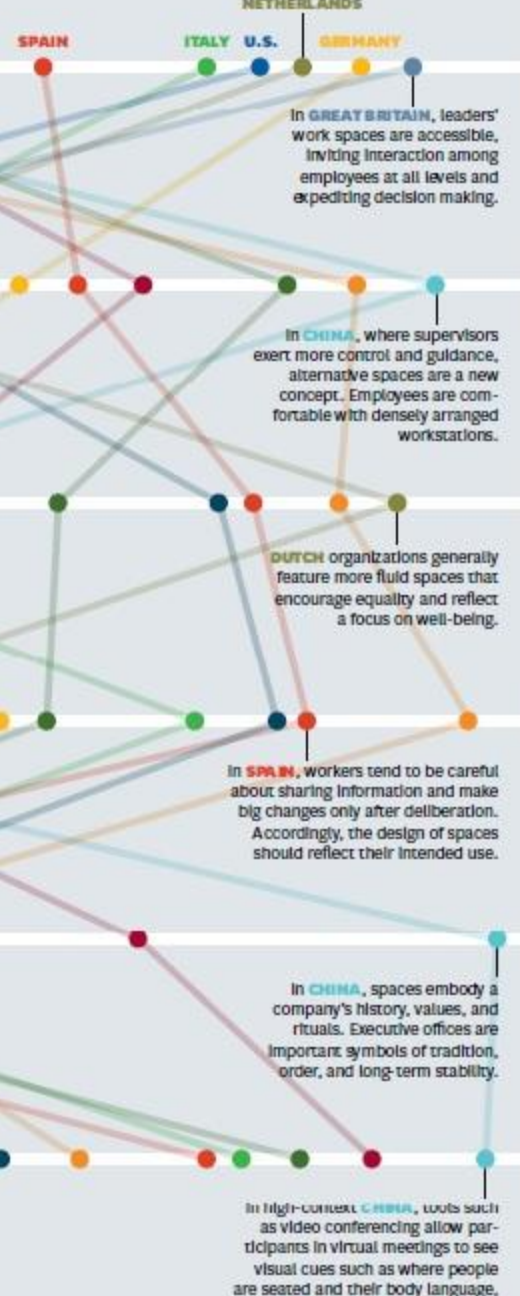
In the **U.S.**, eliminating the cubicle in favor of flexible work environments lets employees choose the space that best suits their current task.

In **ITALY**, most firms have assertive, competitive corporate cultures. Visible symbols of hierarchy, such as private offices, are important. Collaboration spaces tend to be no-frills.

The **BRITISH** are at ease with unstructured, unpredictable situations and prefer work spaces that promote sharing, mobility, and creative thinking.

In the **U.S.**, being fast, flexible, and innovative is important. Spaces should allow for quick toggling between individual and group work.

In low-context **GERMANY**, communication is expected to be honest and straightforward. How a message is delivered is less important. Here, office spaces should be outfitted with whiteboards and other



In **GREAT BRITAIN**, leaders' work spaces are accessible, inviting interaction among employees at all levels and expediting decision making.

In **CHINA**, where supervisors exert more control and guidance, alternative spaces are a new concept. Employees are comfortable with densely arranged workstations.

**DUTCH** organizations generally feature more fluid spaces that encourage equality and reflect a focus on well-being.

In **SPAIN**, workers tend to be careful about sharing information and make big changes only after deliberation. Accordingly, the design of spaces should reflect their intended use.

In **CHINA**, spaces embody a company's history, values, and rituals. Executive offices are important symbols of tradition, order, and long-term stability.

In high-context **CHINA**, tools such as video conferencing allow participants in virtual meetings to see visual cues such as where people are seated and their body language,

**CONSULTATIVE**  
EMPLOYEES PARTICIPATE IN DECISION MAKING AND TAKE INITIATIVE

**COLLECTIVIST**  
GROUP COHESION AND COOPERATION TAKE PRIORITY

**FEMININE**  
COOPERATION AND HARMONY ARE HIGHLY VALUED

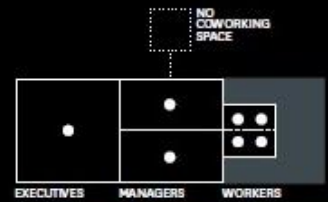
**SECURITY ORIENTED**  
FOCUS IS ON DETAILED PROCESSES AND STRUCTURE

**LONG TERM**  
EMPHASIS IS ON INVESTMENT AND COMPANY LONGEVITY

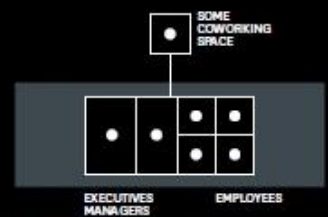
**HIGH CONTEXT**  
INDIRECT COMMUNICATION AND UNSPOKEN SIGNALS ARE ESSENTIAL IN BUILDING UNDERSTANDING

**Patterns for Optimizing Real Estate**

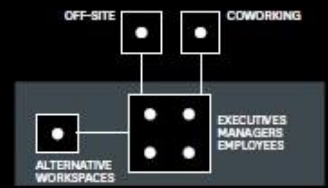
Designing workspaces to suit the local culture fosters trust and productivity—and builds competitive advantage.



In **CHINA, INDIA, RUSSIA, and MOROCCO**, firms share a high tolerance for density and are extremely hierarchical. Many employers optimize their office layouts by reducing workers' space and giving managers and executives plenty of room.



In **FRANCE, SPAIN, and ITALY**, where space allocation is more egalitarian, firms tend to optimize by reducing the size of both private offices and open work spaces. Firms there are beginning to explore alternative locations, such as coworking facilities and satellite offices, to address overcrowding.



In the **U.S., UK, GERMANY, and the NETHERLANDS**, spaces reflect a progressive view of work, with all levels of employees sharing spaces. At the same time, workers don't like to feel crowded, which has led to the liberal use of "hotel" spaces and telecommuting.