

38. Discuss what the most negative aspects of an extremely communal perspective could be and then the positive side of that perspective. Then ask the group to discuss the positive and negative extremes of an individualistic perspective.

Possible answers could be:

	Communalism	Individualism
Positive effects	<i>humanitarianism, warmth, team spirit/solidarity.</i>	<i>self-reliance, performance ability, individual ideas, ability to compete, individual responsibility</i>
Negative effects	<i>no courage to think independently, no individual responsibility</i>	<i>competition, cold-heartedness</i>

39. Discuss how different value positions in this area can affect business practices (i.e. personnel management, negotiations, company culture)
40. Discuss **Case Study 3 "Discussion"**
41. Ask the group which of the categories described above is exemplified in this case study (answer: affective/neutral).
42. Lay the cards numbered 1-10 in order on the ground to create a scale. 1 stands for affective and 10 for neutral. Ask the participants to stand up and physically position themselves on the scale according to their individual perspective. Are you more a person who shows emotions or do you prefer to control them? Mention at this point that the question is not whether you have emotions, but rather if you show them.
43. Discuss what the negative and positive aspects of extremely emotional behaviour can be. Now ask what the positive and negative aspects of the extreme positions on the neutral scale.

Possible answers could be:

	Emotional behaviour	Neutral behaviour
Positive effects	<i>honest, authentic, spirited</i>	<i>polite, unassailable, composed</i>
Negative effects	<i>assailable, easily-hurt</i>	<i>dishonest, obscure, closed</i>

44. Discuss how different value positions in this area can affect business practices (i.e. personnel management, negotiations).
45. Finally, discuss **Case Study 4 "Business Visit"**
46. Ask the group which of the categories described above is displayed in this case study (answer: diffuse/specific).
47. Lay the cards numbered 1-10 in order on the ground to create a scale. 1 stands for diffuse and 10 for specific. Ask the participants to stand up and physically position themselves on the scale according to their individual perspectives. Do you prefer direct, goal-oriented communication or is it important to consider the context of the communication?