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GLOBAL LEADERSHIP ADVISORY | INTERCULTURAL INTELLIGENCE

Culture Integration Report

Employer Summary

This sample is compiled from real-life data, shared with a client and employer's permission, to show the kind of insight the Culture Integration System delivers to a sponsoring employer. The employee's name has been changed.

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Employee Information

Employee: **James N.**
Culture in which they were raised: **South Africa (Afrikaans)**
Culture of destination: **Canada**

How To Read This Report

This summary is not a performance evaluation, and nothing in it is pass or fail. It exists to give you, as the employer sponsoring James's integration, a practical view of where cultural friction is likely to show up in the workplace and what actually helps close that gap. James has received a fuller personal version of this as part of his own process; this version is built specifically for how you can use it.

Why This Report Exists

New hires relocating across cultures rarely struggle because of capability. They struggle because the default ways of communicating, deciding, and disagreeing that served them well at home don't map cleanly onto a new workplace, and that mismatch is easy to misread as an attitude or performance issue when it's really a structural one. This summary is meant to shorten that learning curve, for James and for the people managing him.

1. Where the Two Cultures Diverge Most

Every culture runs on a different set of defaults around communication, authority and conflict. For James, three areas stand out as the widest gap between what felt normal growing up in South Africa (Afrikaans) and what's normal in a Canadian workplace.

Where it shows up	South Africa (Afrikaans) default	Canada default	What to watch for
How feedback lands	Direct: says it plainly, expects it to land as useful	Indirect: softened, sometimes cushioned in praise	James may give feedback that reads as blunt to Canadian colleagues, and may miss real concerns raised indirectly by others.
Who leads the room	Moderately hierarchical: rank and title carry weight	Egalitarian: leaders position themselves as one of the group	James may defer more than the room expects, or read flat, collaborative meeting dynamics as a lack of clear ownership.

Where it shows up	South Africa (Afrikaans) default	Canada default	What to watch for
How disagreement gets handled	Comfortable with open confrontation, seen as normal and even respectful	Avoids open confrontation, seen as risky to the relationship	Pushback that James intends as direct problem-solving may be perceived as aggressive by Canadian colleagues.

These are the highest-leverage gaps to name early, ideally in the first few weeks, so friction gets attributed correctly rather than personally.

2. Working Style Considerations

James's natural thinking style leans strongly toward structure and analysis. He does his best work with a clear process, defined expectations, and facts or data to work from, and he brings strong follow-through once direction is set.

Where James will likely thrive: structured environments with clear planning and analytical, data-backed decision-making.

Where more conscious effort may be required: loosely structured collaboration, open-ended brainstorming, and building rapport through informal, unplanned interaction. This isn't a limitation so much as a preference, and it means James may do his best early work in settings with clear agendas and defined outcomes, rather than in free-flowing ideation sessions.

What helps: clear written expectations ahead of meetings, an explicit onboarding structure rather than a "figure it out as you go" approach, and, where possible, pairing James with a colleague who can model the more informal, relationship-first side of the Canadian workplace.

3. Cultural Adaptation Readiness

James currently reads the gap between these two cultures as smaller than it actually is in daily practice, which shows up as genuine early confidence. That confidence is a real asset, and it tends to convert into lasting, practiced adaptation fastest when it's paired with active support in the first few months, rather than left to resolve on its own.

What This Means For You

A few concrete, low-effort steps tend to make the difference in the first 90 days:

- **Name the feedback gap directly.** Let James know that Canadian feedback often arrives softened, and let his own directness be understood as intent, not tone.
- **Provide structure early.** Clear agendas, written expectations, and defined project scope will help James do his best work sooner.
- **Assign an informal touchpoint.** A colleague who can model relationship-building and unstructured collaboration will shorten the adjustment period more than any formal training would.
- **Check in proactively, not just when something goes wrong.** Given the early confidence in his own cultural read described above, James may not always flag friction unprompted.

SAMPLE