

## Appendix 2: Summary cultural aspects in Ugandan and Western work contexts

Aspect	Ugandan Managerial Culture	Western Managerial Culture
<b>1. Preference for Hierarchy</b>		
Leadership approach	Top-down leadership & vertical decision-making	Bottom-up approaches and egalitarian decision-making
Use of titles and respect for age	Emphasizes titles and respects age, with older individuals receiving more respect	Less emphasis on titles and age
Openness to speaking up	Reluctant to speak up, question authority, and be critical	Open to speaking up, challenging authority, and being critical
Innovative mindset	Tends to be less innovative and reliant on solutions from above	Promotes creativity and innovation within teams
<b>2. Preference for Collectivism</b>		
Collaborative working methods	Preference for collaborative working methods among peers	Emphasizes individual contributions and efficiency
Harmony	Works harmoniously despite diverse tribal backgrounds	Focuses on individualism and may prioritize personal interests
Family spirit	Shows care and support for colleagues in life events	Emphasizes professionalism and personal boundaries
Not setting apart from colleagues	Values collective identity and may prioritize group recognition over personal achievements	Values individuality and may strive for personal recognition
<b>3. Communication Styles</b>		
Personal connection	Values formality and personal connections in communication	Tends to favor straightforward communication in professional settings; often skips personal inquiries
Giving Feedback	Private Feedback	Group Feedback
Indirectness	Indirect communication styles	Direct & explicit communication styles
<b>4. Cultural etiquette</b>	Emphasis on formal introductions and hospitality	Less emphasis on formal introductions and hospitality
<b>5. Notion of time</b>	Relaxed attitude towards time and deadline management	Emphasis on punctuality and meeting deadlines
<b>6. Efficiency</b>	Balancing quality & efficiency with local management styles	Emphasis on efficiency and maintaining high quality standards
<b>7. Tolerance for mistakes</b>	Less tolerance for mistakes	Varied tolerance for mistakes