

HOFSTEDE'S 5 DIMENSIONS

POWER DISTANCE

(The degree to which power differentials within society and organizations are accepted.)

Large Power Distance societies are characterized by:

- centralized authority
- autocratic leadership
- paternalistic management style
- many hierarchical levels
- large number of supervisory staff
- acceptance that power has its privileges
- an expectation of inequality and power differences

Small Power Distance societies are characterized by:

- decentralized authority and decision making responsibility
- consultative or participative management style
- flat organizational structures
- small proportion of supervisory staff
- lack of acceptance and questioning of authority
- rights consciousness
- tendency toward egalitarianism

UNCERTAINTY AVOIDANCE

(The degree to which members of a society are able to cope with the uncertainty of the future without experiencing undue stress. According to Hofstede & Bond, 1988, this is a uniquely Western value.)

Weak UA characterized by:

- risk taking
- tolerance of differing behaviors and opinions
- flexibility
- organizations with a relatively low degree of structure and few rules, promotions based on merit

Strong UA characterized by:

- avoidance of risk
- organizations that have clearly delineated structures, many written rules, standardized procedures, promotions based on seniority or age
- lack of tolerance for deviants
- strong need for consensus
- need for predictability hence, planning is important
- respect for authority

INDIVIDUALISM - COLLECTIVISM

INDIVIDUALISTIC CULTURES –

- foster contractual relationships that are based on the principles of exchange. They calculate profit and loss before engaging in a behavior.
- focus on self or at most on close loved ones, are concerned with the relationship between their behaviors and their own needs, interests & goals.
- value independence & self-sufficiency place self interests above collective interests accept confrontation as an attribute
- emphasize pleasure, fun & personal enjoyment more than social norms and duties belong to many in-groups that exert little influence on their lives
- believe that their beliefs are unique
- give precedence to horizontal relationships (e.g. spouse-spouse) over vertical relationships (e.g. parent-child)

COLLECTIVISTIC CULTURES -

- behave according to social norms that are designed to maintain social harmony among members of an in-group
- consider implications of their actions for wider collective
- share resources and are prepared to sacrifice personal interest for collective interests
- favor certain in-groups (e.g. family, friends). *The Chinese culture, for example, believes that one's self-esteem and future are tied to one's in-groups such as parents, siblings, friends.*
- belong to a small number of in-groups that influence their lives have a greater tendency toward conformity than individualists
- are very concerned about in-group members and are indifferent or hostile toward out-group members
- emphasize hierarchy and harmony within group
- regulate behavior through group norms

CAREER SUCCESS AND QUALITY OF LIFE OR Masculinity AND Femininity

CAREER SUCCESS (Masculine) CULTURES

1. gender roles are clearly distinct
2. men are supposed to be assertive, tough and focused on material success
3. do not place great importance on benevolence
4. places importance on the value of mastery (of job, nature, people, etc)
5. the women considered health, wealth & understanding as desirable characteristics of a husband
6. the women considered personality, affection, intelligence & sense of humor as desirable characteristics of a boyfriend

QUALITY OF LIFE (Feminine) CULTURES

1. social gender roles overlap
2. both men and women are supposed to be modest, tender and concerned with the quality of life
3. desired traits in husbands were the same as desired traits in boyfriends (Hofstede, September, 1996, *Journal. Cross Cultural Psychology*)
4. emphasize non-materialistic aspects of success

CONFUCIAN WORK DYNAMISM

Long-term vs short term orientation

Based upon the teachings of Confucius:

1. The stability of society is based up unequal relationships between people.
2. The family is the prototype of all social organizations.
3. Virtuous behavior toward others consists of treating others as one would like to be treated oneself: a basic human benevolence (which is not extended to one's enemies).
4. Virtue with regard to one's tasks in life consists of trying to acquire skills and education, working hard, not spending more than necessary, being patient and persevering.

HIGH CONFUCIAN VALUES (long-term orientation)

1. reflects a dynamic, future-oriented mentality
2. emphasizes persistence (perseverance)
3. emphasizes ordering of relationships based upon status and observing this order
4. emphasizes thrift
5. emphasizes having a sense of shame
6. supports interrelatedness through sensitivity to social contacts
7. positively associated with economic growth (Hofstede & Bond, 1988 - 22 countries)

LOW CONFUCIAN VALUES (short-term orientation)

1. oriented toward present and past,
2. reflects a relatively static, tradition-oriented mentality
3. emphasizes personal steadiness
4. emphasizes stability
5. emphasizes protecting face
6. emphasizes respect for tradition
7. emphasizes reciprocation of greetings, favors and gifts
8. negatively associated with economic growth (Hofstede & Bond, 1988 - 22 countries)

Trompenaars's Dimensions

Universalism vs. Particularism

Universalism is the belief in:

- rules or laws that can be applied to everyone;
- agreements and contracts are used as the basis for doing business;
- rules are used to determine what is right;
- contracts should not be altered.

Particularism is the belief in:

- placing emphasis on friendships and looking at the situation to determine what is right or ethically acceptable
- deals are made based upon friendships;
- agreements are changeable;
- different people hold different views about reality.

Individualism vs. Collectivism

Individualism is characterized by:

- frequent use of "I",
- decisions are made on the spot by representatives,
- people ideally achieve alone and assume personal responsibility,
- vacations taken in pairs or even alone vs. group orientation.

Collectivism is characterized by:

- frequent use of "we"
- decisions referred back by the delegates to the organization
- people ideally achieve objectives in groups and assume joint responsibility
- vacations are taken in organized groups or with extended family

Neutral vs. Affective Relationships

Neutral is characterized by:

- not revealing what one is thinking or feeling
- only accidental revelation of tension in face and posture
- hidden emotions that may occasionally explode out
- cool and self-possessed conduct that is admired
- lack of physical contact, gesturing or strong facial expressions
- monotone oral delivery of written materials

Affective is characterized by:

- nonverbal and verbal display of thoughts and feelings
- transparency and expressiveness in release of tensions
- easy flow of emotions sometimes effusively, vehemently and without inhibition
- the admiration and display of heated, vital, animated expressions
- fluent and dramatic delivery of statements

Specific vs. Diffuse Relationships

Specific is characterized by:

- a small private life that is kept private;
- large social/public life that is very open to others;
- extroversion;
- "no nonsense" - direct in communications;
- clear distinction between work and personal life.

Diffuse is characterized by:

- a large private life that includes a relatively large number of people;
- small public space that is difficult to enter (e.g. an outsider needs a formal introduction from a

mutual friend in order to do business with a particular manager);
 indirect communication - does not always say what is really meant;
 no clear distinction between work and private life.

Achievement vs. Ascription

- Achievement – awarding status based upon accomplishments. This is characterized by:
 - use of titles only when relevant to the competence brought to the task
 - respect for superior in the hierarchy is based on how effectively his or her job is performed and the adequacy of their knowledge
 - a company where most senior managers are of varying ages and genders and have obtained their positions through accomplishments
- Ascription – ascribing status based upon social position, age, etc.
 - extensive use of titles, especially when these clarify status in the organization
 - respect for superior in the hierarchy is seen as a measure of commitment to the organization and its mission
 - a company where most senior managers are male, middle-age, and qualified by their backgrounds

Time Orientation (Past, Present, Future)

- Past orientation
 - talk about history, origin of family, business and nation
 - motivated to recreate a golden age
 - respect shown for ancestors, predecessors and older people
 - everything is viewed in the context of tradition or history
- Present orientation
 - activities and enjoyments of the moment are most important
 - good at making plans but poor on execution
 - intense interest in present relationships, focus on here and now
 - everything is viewed in terms of its contemporary impact and style
- Future orientation
 - much talk of prospects, potentials, aspirations, future achievements
 - planning and strategizing done enthusiastically
 - great interest in the youthful and future potentials
 - present and past used, even exploited for future advantage

Examples of Country Ratings on Trompenaars’ Dimensions

Country	Universalism Particularism	Individualism Collectivism	Neutral Affective	Specific Diffuse	Achievement Ascription
China	High P	Collectivistic	Affective	Extreme Diffuse	Ascription
France	Middle	Collectivistic	Low Affective	Specific	Middle
Germany	High U	Collectivistic	Middle	Middle	Achievement
Japan	Middle	High Collect.	Extreme Neutral	Low Diffuse	Low Ascription
Mexico	Low P.	Individualistic	Extreme Affect.	Low Diffuse	Achievement
Russia	Extreme P	Individualistic	Affective	Diffuse	Ascription
Spain	Middle	Low Individ.	Affective	Diffuse	Low Ascription
USA	Extreme U	Extreme Ind.	Low Affective	High Specific	Extreme ACH

KLUCKHOHN AND STRODEBECK'S VALUE ORIENTATIONS

RELATIONSHIP TO NATURE

Issue	Variations		
Relation to nature	Subjugation to nature	Harmony with nature	Mastery over nature

Managerial Impact			
General	Specific by Variation		
Goal setting	Qualified, hesitant, vague	Contingent, moderated	Specific, confident, unambiguous, high level
Budget systems	Futile, outcomes predetermined	Exercise, "actuals" are real	Real, relevant, useful

TIME ORIENTATION

Issue	Variations		
Time orientation	Past	Present	Future

Managerial Impact			
General	Specific by Variation		
Planning	Extension at past behavior	Short-term	Long-term
Emphasis in decision criteria	Precedence	Current impact	Desired effects
Reward systems	Historically determined	Currently contracted	Contingent on performance

NATURE OF MAN

Issue	Variations		
Basic human nature	Evil	Neutral or mixed	Good

Managerial Impact			
General	Specific by Variation		
Control system	Tight, suspicion-based	Moderate, experienced-based	Loose, information-based
Management style	Close supervision, top-down	Moderate supervision, consultative	<i>Laissez-faire</i> , participative
Organization climate	Adversarial, contractual		Collaborative, informal

ACTIVITY ORIENTATION

Issue	Variations		
Activity	Being	Containing and controlling	Doing

Managerial Impact			
General	Specific by Variation		
Decision criteria	Emotional	Rational	Pragmatic
Rewards system	Feelings-based	Logic-based	Results-based
Concern for output	Spontaneous	Balanced Objectives	Compulsive
Information and measurement systems	Vague, feeling-based, intuitive	Complex, qualitative, broad	Simple, operational, few indices

NATURE OF RELATIONSHIPS

Issue	Variations		
Relationships	Hierarchical	Group	Individualistic

Managerial Impact			
General	Specific by Variation		
Organizational structure	Attention on vertical differentiation	Attention on horizontal differentiation	Informal, flexible behavior <i>vis-a-vis</i> structures
Communication and influence patterns	Authority-based	Within group emphasis	Multiple, as-needed, open
Reward system	Status-based	Group-based	Individually based
Teamwork	Regulated, formal	Normative, routine	Voluntary, informal

ORIENTATION TOWARD SPACE

Issue	Variations		
Space	Private	Mixed	Public

Managerial Impact			
General	Specific by Variation		
Communication and influence patterns	One-to-one, secret	Selective, semiprivate	Wide, open
Office layout	Emphasis on barriers (closed doors, large desks, etc.)	Specialized spaces (informal furniture next to formal desk)	Open concept
Interaction patterns	Physically distant, one-to-one, serial	Moderately spaced, moderated numbers, organized	Physically close, frequent touching, multiple relations (sometimes spontaneously)

VALUES OF HOFSTEDE'S CULTURAL INDICES FOR 40 COUNTRIES

Country	Power ⁽¹⁾ Distance	Uncertainty ⁽²⁾ Avoidance	Individualism ⁽³⁾ Collectivism	Masculinity ⁽⁴⁾ Femininity	Confucian Dynamism
Argentina	49	86	46	56	
Australia	36	51	90	61	31
Austria	11	70	55	79	
Belgium	65	94	75	54	23
Canada	39	48	80	52	
Chile	63	86	23	28	
Colombia	67	80	13	64	
Denmark	18	23	74	16	
Finland	33	59	63	26	
France	68	86	71	43	
Great Britain	35	35	89	66	25
Germany (F.R.)	35	65	67	66	31
Greece	60	112	35	57	
Hong Kong	68	29	25	57	96
India	77	40	48	56	
Iran	58	59	41	43	
Ireland	28	35	70	68	
Israel	13	81	54	47	
Italy	50	75	76	70	
Japan	54	92	46	95	80
Mexico	81	82	30	69	44
Netherlands	38	53	80	14	
Norway	31	50	69	8	
New Zealand	22	49	79	58	30
Pakistan	55	70	14	50	0
Peru	64	87	16	42	
Philippines	94	44	32	64	19
Portugal	63	104	27	31	
South Africa	49	49	65	63	
Singapore	74	8	20	48	48
Spain	57	86	51	42	
Sweden	31	29	71	5	33
Switzerland	34	58	68	70	
Taiwan	58	69	17	45	87
Thailand	64	64	20	34	56
Turkey	66	85	37	45	
U.S.A.	40	46	91	62	29
Venezuela	81	76	12	73	
Yugoslavia	76	88	27	21	
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Mean	52	65	50	50	
Std. Deviation	20	24	25	20	
Range	11-104	8-112	12-91	5-95	
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Additional Countries:	Power ⁽¹⁾ Distance	Uncertainty ⁽²⁾ Avoidance	Individualism ⁽³⁾ Collectivism	Masculinity ⁽⁴⁾ Femininity	Confucian Dynamism
Brazil	69	76	38	49	65
China	80	20	50	60	118
Costa Rica	35	86	15	21	
Equador	78	67	8	63	
Guatemala	95	101	6	37	
Indonesia	78	48	14	46	61
Jamaica	45	13	39	68	
Korea	60	85	18	39	75
Malaysia	104	36	26	5	
Panama	95	86	11	44	
Russia	95	50	40	90	10
Salvador	66	94	19	40	
Uruguay	61	100	36	38	

Regions:

East Africa	64	52	27	41	25
West Africa	77	52	20	46	16
Arab Countries	80	68	38	53	

¹ High Number - Large Power Distance

² High Number - High Uncertainty Avoidance

³ High Number - Individualist

⁴ Career Success (Masculine) / Quality of Life (Feminine) - High Number - Masculine

⁵ High Number - Future Orientation (Dynamism); Low Number - Present & Past Orientation (Confucian)