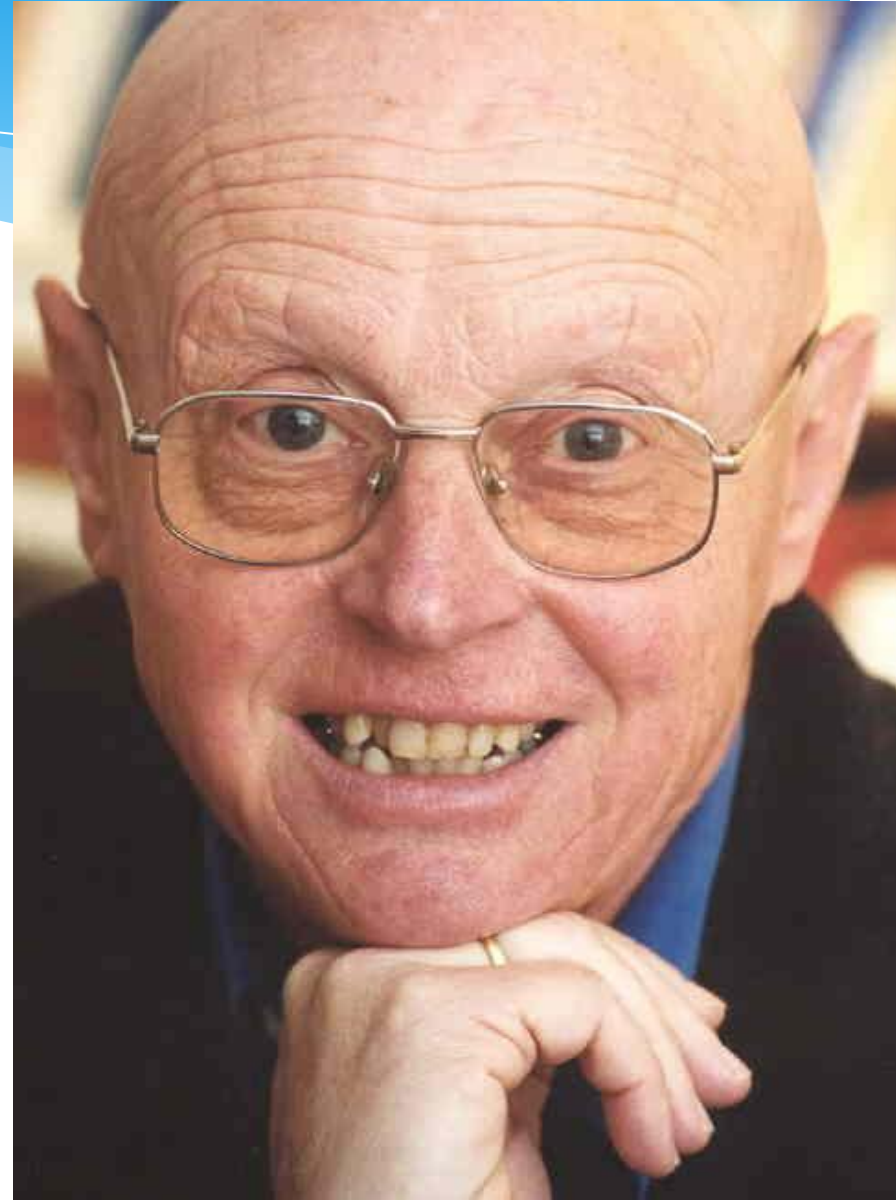


The classification of cultural dimensions by Hofstede and Trompenaar

Five cultural dimensions by Hofstede

Gerard Hendrik (Geert) Hofstede (is a Dutch social psychologist,, well known for his pioneering research on cross-cultural groups and organizations.

His most notable work has been in developing cultural dimensions theory. Here he describes national cultures along six dimensions: Power Distance, Individualism, Uncertainty avoidance, Masculinity, Long Term Orientation. Hofstede's analysis defined five initial dimensions of national culture that were positioned against analysis of 40 initial countries. By aggregating individuals as societal units, he could examine national cultures rather than individual personalities.



Power Distance Index (PDI)

- ❑ The power distance index is defined as “the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.” In this dimension, inequality and power is perceived from the followers, or the lower level. A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power.
- ❑ Power distance index shows very high scores for Latin and Asian countries, African areas and the Arab world. On the other hand, Anglo and Germanic countries have a lower power distance (only 11 for Austria and 18 for Denmark).
- ❑ For example, the United States has a 40 on the cultural scale of Hofstede's analysis. Compared to Guatemala where the power distance is very high (95) and Israel where it is very low (13), the United States is in the middle.

Power Distance Index (PDI): Cool story

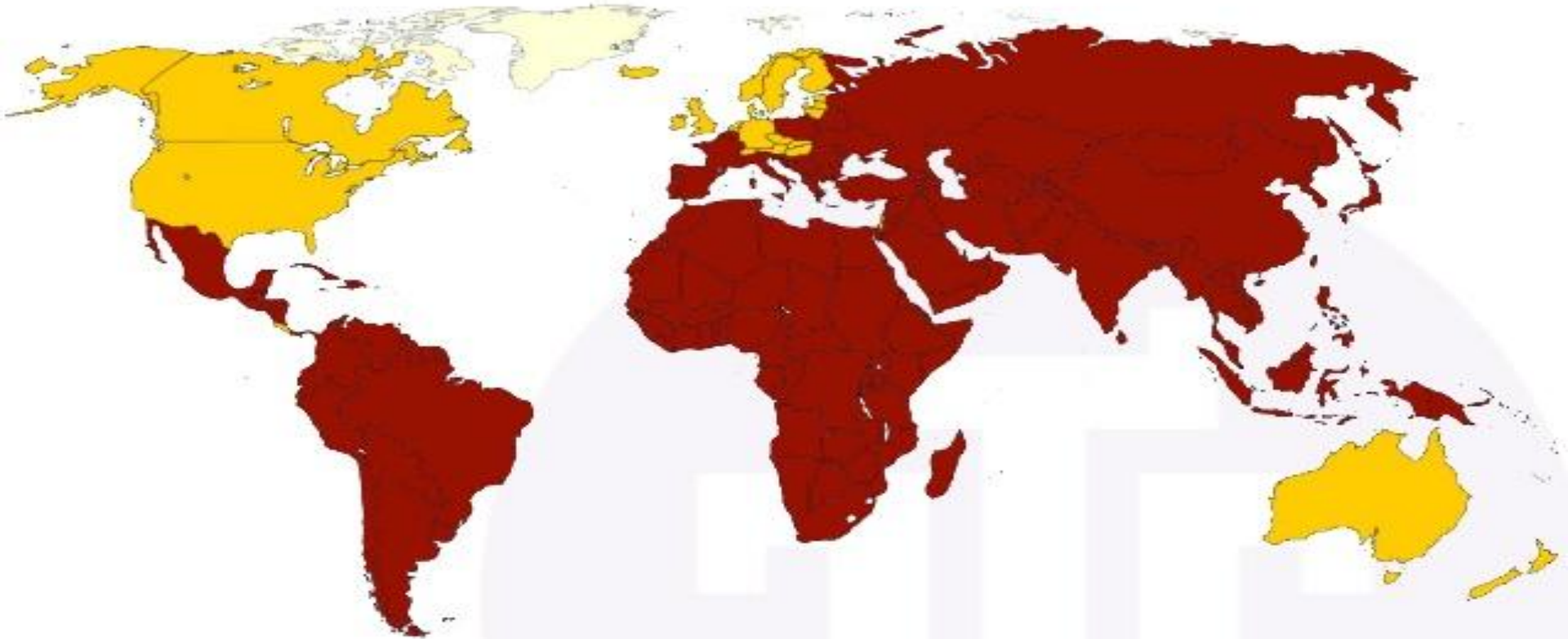


Individualism (IDV)

- ❑ This index explores the “degree to which people in a society are integrated into groups.” Individualistic societies have loose ties that often only relate an individual to his/her immediate family. They emphasize the “I” versus the “we.” Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group.
- ❑ In the modern world such countries as Germany, Australia, UK, Canada, USA, Netherlands show very high score of individualism which is caused with the upbringing in terms of self-independence and responsibility of a person. It totally differs with the upbringing given in countries of Eastern Society, Latin America and also Spain, Portugal, Greece, Austria, Japan.

Individualism (IDV): Cool story

CULTURAL DIVERSITY **INDIVIDUALISTIC VS. COLLECTIVISTIC**



Masculinity (MAS)

- In this dimension, masculinity is defined as “a preference in society for achievement, heroism, assertiveness and material rewards for success.” Its counterpart represents “a preference for cooperation, modesty, caring for the weak and quality of life.” Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men. In other words, they still recognize a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies.
- Masculinity is extremely low in Nordic countries: Norway scores 8 and Sweden only 5. In contrast, Masculinity is very high in Japan (95), and in European countries like Hungary, Austria and Switzerland influenced by German culture. In the Anglo world, masculinity scores are relatively high with 66 for the United Kingdom for example. Latin countries present contrasting scores: for example Venezuela has a 73-point score whereas Chile's is only 28.

Masculinity (MAS): Cool story

ЖЕНСКИЙ УМ - НИЧЕМ НЕ
Он также продуктивен и

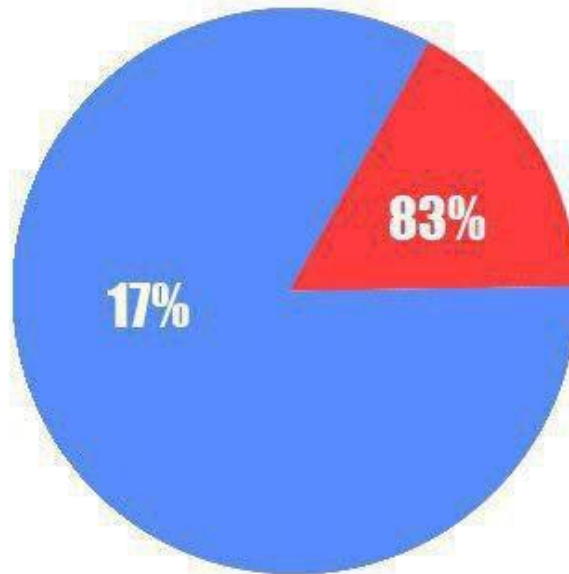
Вспомните, на

Женщин-у

Мария Кюри



Софья Ковалевская



**Изобретения,
запатентованные**

 **женщинами**

 **мужчинами**



Uncertainty avoidance index (UAI)

- ❑ The uncertainty avoidance index is defined as “a society's tolerance for ambiguity,” in which people accept or try to avoid an event of something unexpected, unknown, or away from the status quo. Societies that score a high degree in this index choose inflexible codes of behavior, guidelines, laws, and generally rely on absolute truth, or the belief that there is the only truth in the world which dictates everything and people know what it is. A lower degree in this index shows more acceptance of differing thoughts or ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing.
- ❑ Germany scores a high UAI (65) and Belgium even more (94) compared to Sweden (29) or Denmark (23) despite their geographic proximity. However, few countries have very low UAI.

Uncertainty avoidance index (UAI): very Cool story



**YOU MUST BE WILLING
TAKE RISKS**

Long-term orientation (LTO)

- ❑ This dimension associates the connection of the past with the current and future actions/challenges. A lower degree of this index (short-term) indicates that traditions are honored and kept, while steadfastness is valued. Societies with a high degree in this index (long-term) views adaptation and circumstantial, pragmatic problem-solving as a necessity. A poor country that is short-term oriented usually has almost no economic development, while long-term oriented countries continue to develop to a point.
- ❑ High long term orientation scores are typically found in East Asia, with China having 118, Hong Kong 96 and Japan 88. They are moderate in Eastern and Western Europe, and low in the Anglo countries, the Muslim world, Africa and in Latin America.

Long-term orientation (LTO): Cool story



Trompenaars' Seven Dimensions of Culture

Alfonso (Fons) Trompenaars (born 1953, Amsterdam) is a Dutch-French organizational theorist, management consultant, and author in the field of cross-cultural communication. known for the development of Trompenaars' model of national culture differences.

Trompenaars' model of national culture differences is a framework for cross-cultural communication applied to general business and management, developed by Trompenaars and Charles Hampden-Turner. This model of national culture differences has seven dimensions.



Universalism vs. Particularism

- ❑ Universalism is the belief that ideas and practices can be applied everywhere without modification, while particularism is the belief that circumstances dictate how ideas and practices should be applied. *What is more important, rules or relationships?*
- ❑ Cultures with high universalism see one reality and focus on formal rules. Business meetings are characterized by rational, professional arguments with a "get down to business" attitude. Trompenaar's research found there was high universalism in countries like the United States, Canada, UK, Australia, Germany, and Sweden.
- ❑ Cultures with high particularism see reality as more subjective and place a greater emphasis on relationships. It is important to get to know the people one is doing business with during meetings in a private environment. Someone from a universalist culture would be wise not to dismiss personal meanderings as irrelevancies or mere small talk during such business meetings. Countries that have high particularism include Venezuela, Indonesia, China, South Korea, and the former Soviet Union.

Universalism vs. Particularism: Cool story



Rules are mostly made to be broken
and are too often for the lazy to
hide behind.

— *Douglas MacArthur* —

Individualism vs. Communitarianism

- ❑ Individualism refers to people regarding themselves as individuals, while communitarianism refers to people regarding themselves as part of a group. Trompenaar's research yielded some interesting results and suggested that cultures may change more quickly than many people realize.
- ❑ It may not be surprising to see a country like the United States with high individualism, but Mexico and the former communist countries of Czechoslovakia and the Soviet Union were also found to be individualistic in Trompenaar's research. In Mexico, the shift from a previously communitarian culture could be explained with its membership in NAFTA and involvement in the global economy. This contrasts with Hofstede's earlier research, which found these countries to be collectivist, and shows the dynamic and complex nature of culture.
- ❑ Countries with high communitarianism include Germany, China, France, Japan, and Singapore.

Individualism vs. Communitarianism: Cool story

I think I've seen it somewhere



Neutral vs. Emotional:

- ❑ A neutral culture is a culture in which emotions are held in check whereas an emotional culture is a culture in which emotions are expressed openly and naturally. Neutral cultures that come rapidly to mind are those of the Japanese and British.
- ❑ Some examples of high emotional cultures are the Netherlands, Mexico, Italy, Israel and Spain. In emotional cultures, people often smile, talk loudly when excited, and greet each other with enthusiasm. So, when people from neutral culture are doing business in an emotional culture they should be ready for a potentially animated and boisterous meeting and should try to respond warmly. As for those from an emotional culture doing business in a neutral culture, they should not be put off by a lack of emotion.
- ❑ Typical neutral cultures include the U.K., Sweden, the Netherlands, Finland, and Germany. Typical emotional cultures include Poland, Italy, France, Spain, and countries in Latin-America.

Neutral vs. Emotional: Cool story



How italian people applause



Specific vs. Diffuse

- ❑ A specific culture is one in which individuals have a large public space they readily share with others and small private space guard closely and share with only close friends and associates. A diffuse culture is one in which public space and private space are similar in size and individuals guard their public space carefully, because entry into public space affords entry into private space as well. It looks at how separate a culture keeps their personal and public lives.
- ❑ Typical specific cultures include the U.S., the U.K., Switzerland, Scandinavia, and the Netherlands.
- ❑ Typical diffuse cultures include Argentina, Spain, Russia, India, Germany and China.

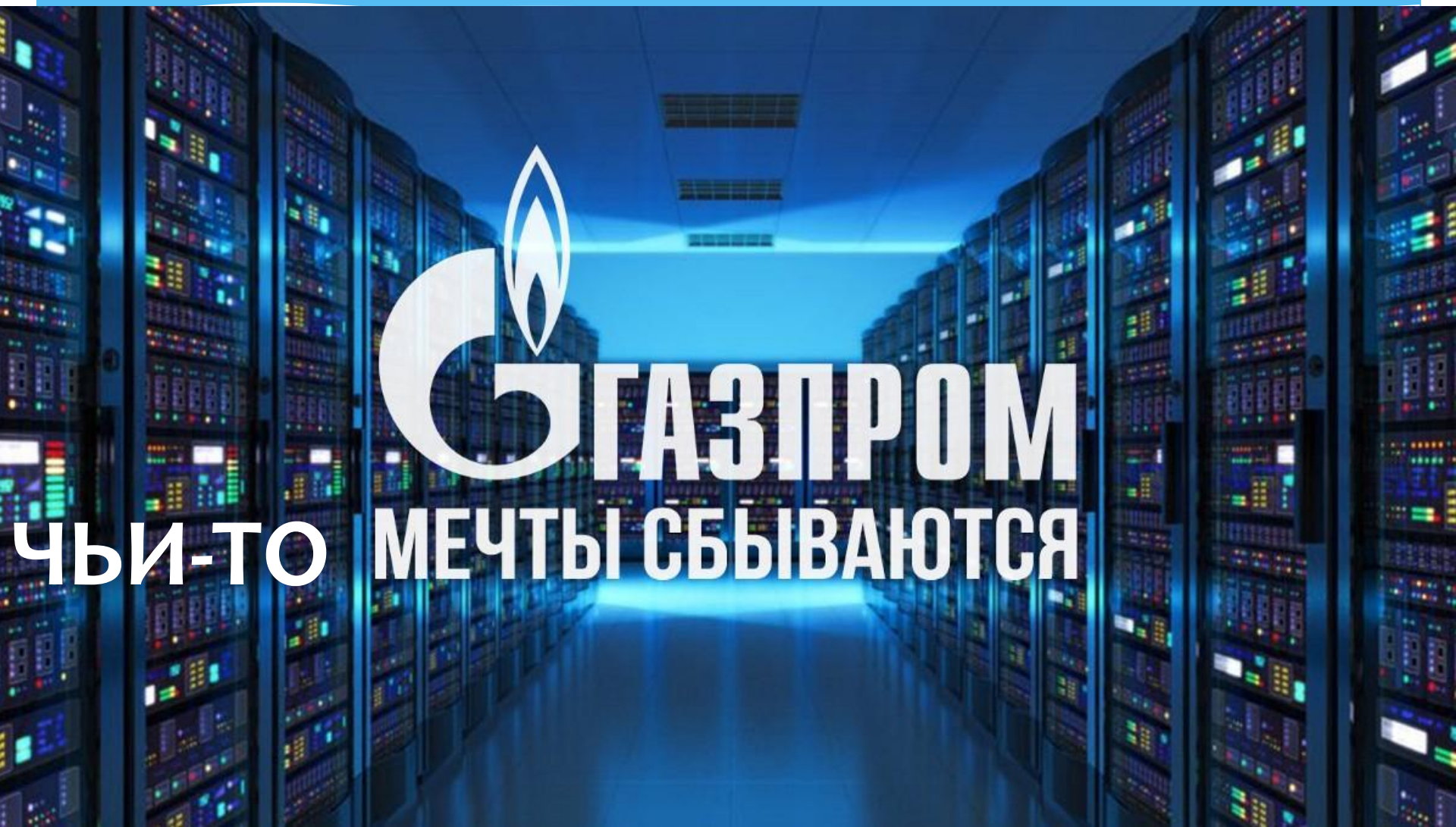
Specific vs. Diffuse: Cool Story



Achievement vs. Ascription

- ❑ In an achievement culture, people are accorded status based on how well they perform their functions. In an ascription culture, status is based on who or what a person is. Does one have to prove himself to receive status or is it given to him?
- ❑ When people from an achievement culture do business in an ascription culture it is important to have older, senior members with formal titles and respect should be shown to their counterparts. However, for an ascription culture doing business in an achievement culture, it is important to bring knowledgeable members who can prove to be proficient to other group, and respect should be shown for the knowledge and information of their counterparts.
- ❑ Typical achievement cultures include the USA, Canada, Australia, and Scandinavia, Austria, Israel, Switzerland and the UK.
- ❑ Typical ascription cultures include France, Italy, Japan, and Saudi Arabia, Venezuela, Indonesia, and China.

Achievement vs. Ascription: Cool story



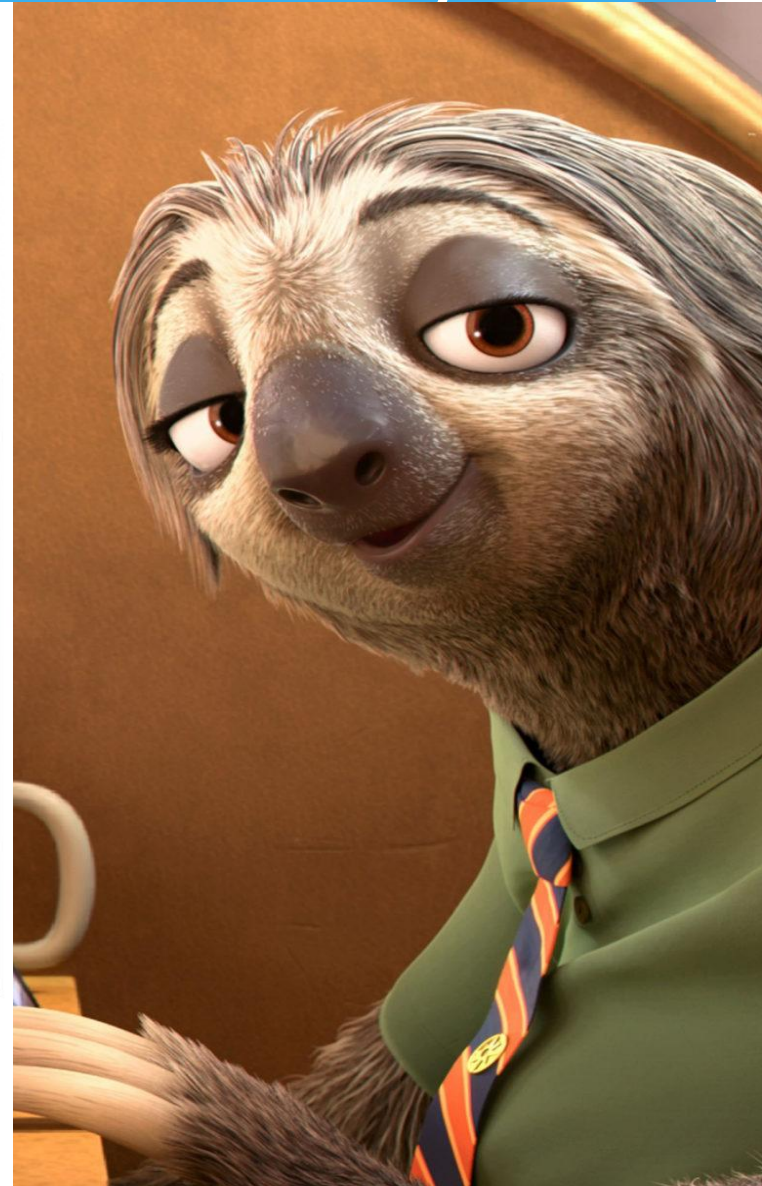
Sequential vs. Synchronic

- ❑ A sequential time culture is the one in which the people like events to happen in a chronological order. The punctuality is very appreciated and they base their lives in schedules, planning and specific and clear deadlines; in this kind of cultures time is very important and they do not tolerate the waste of time.
- ❑ Instead in synchronic cultures, they see specific time periods as interwoven periods, they use to highlight the importance of punctuality and deadlines if these are key to meeting objectives and they often work in several things at a time, they are also more flexible with the distribution of time and commitments.
- ❑ Typical sequential-time cultures include China, Russia, and Mexico.
- ❑ Typical synchronous-time cultures include Japan, Canada, Norway, the U.K., and the U.S.

Sequential vs. Synchronic: Cool story

Teacher: Why are you always late?

Me:



Internal vs. External

- ❑ In relation to the environment, F. Trompenaars divides cultures into internally and externally managed. Representatives of the first type of cultures believe in the possibility of control the obtained results. People, who belong to the second type of cultures, believe that events go their own way and this can only be adapted.
- ❑ Typical internal-direction cultures include Israel, the U.S., Australia, New Zealand, and the U.K. Typical outer-direction cultures include China, Russia, and Saudi Arabia

Internal vs. External: Cool story



Conclusion

Of course, this division doesn't show the whole picture of the world as it is changing every single moment of our life. Also we shouldn't think that the behaviour of every person from one region is the same. Our thinking shouldn't be stereotyped. But anyway, these cultural dimensions can help us to understand some laws and behavioural patterns of people, who live in other regions.

THANK YOU FOR YOUR ATTENTION

