## Dimensions of national cultures

| | |
|---|---|
| Power distance index | Acceptance and expectation power distributed unequally. |
| Individualism vs collectivism | Degree to which individuals are integrated into groups |
| Uncertainty avoidance index | Tolerance for uncertainty and ambiguity |
| Masculinity vs femininity | Masculine = competitiveness, assertiveness, materialism, ambition and power. Feminine = relationships and quality of life. |
| Long / short term orientation | Societies' time horizon. Long term = pragmatic, short term = past and present. |
| Indulgence versus restraint | Attempt to control desires and impulses |

## Masculinity vs femininity

| | |
|---|---|
| Masculine culture | Values competitiveness, assertiveness, materialism, ambition and power. Difference in gender roles are more dramatic. |
| Feminine | Value relationships and quality of life |

AKA: Quantity of Life vs. Quality of Life

## Culture definition

Collective programming of the mind which distinguishes one group from another via values, rituals, modelling against heros and through understanding symbols

## Long / Short Term Orientation

| | |
|---|---|
| Short term | Prefers immediate rewards. Horizon focus is relatively close |
| Long Term | Can put in effort now to wait for rewards to come later. |

## At a glance

Framework for cross-cultural communication. Major resource in cross-cultural fields

Developed in response to a world-wide survey of employee values by IBM in 60s & 70s

Originally 4 dimensions: individualism-collectivism; uncertainty avoidance; power distance and masculinity-femininity

5th added (long term orientation) because of independant research from HK

6th added in 2010 = indulgence versus self-restraint, as a result of co-author Michael Minkov's analysis of data from the World Values Survey.

## Individualism vs collectivism

| | |
|---|---|
| Individualism | Stress is put on personal achievements and individual rights. Focus on immediate family. |
| Collectivism | Individuals act predominantly as members of a lifelong and cohesive group or organization. Focus on extended family. |
| Australia | Individual |
| Italy | Collective |
| Japan | Collective |

## Indulgence versus restraint

| | |
|---|---|
| Indulgence | No control of desires and impluses |
| Restraint | Control of desires and impulses |

## Power distance index

| | |
|---|---|
| High power distance | Heiarchial, high dependance on boss |
| Low power distance | Horizontal, high independance from boss |
| Australia | Low. Hierarchy established for convenience, superiors accessible and managers rely on employees and teams for their expertise. |
| Asia | High: lower level employees defer to higher level employees |
| Europe | Power distance tends to be lower in northern countries and higher in southern and eastern parts |
| America | Low |

Problems with high: Makes innovation difficult, people do not speak up with ideas. People seem to have low self esteem but really they are just accepting the norm. Snr level get no information. Exposes company to risk. To change you need to start at the top.

## Drawbacks / arguments against

Averages do not = individuals of country. Hofstede assumes homogeneity.

Relevancy: questionnaire, biases, context of questions

National divisions: Cultures are not bound by borders

Political influence: context of timing (Cold war in Europe, Communism in Asia etc)

One company approach: IBM only, cannot provide valid data for entire culture. What about small business, what about farm hands

Out dated: 1980, too old to be of value



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