

A stack of papers or documents, slightly blurred, with a purple and blue color gradient.A globe showing the Americas, with a purple and blue color gradient.

Issues In Cross-Cultural Communication

A stack of papers or documents, slightly blurred, with a green and blue color gradient.A round analog clock with a yellow face and red numbers, with a yellow and orange color gradient.

Geert Hofstede's
Cultural Dimensions Theory

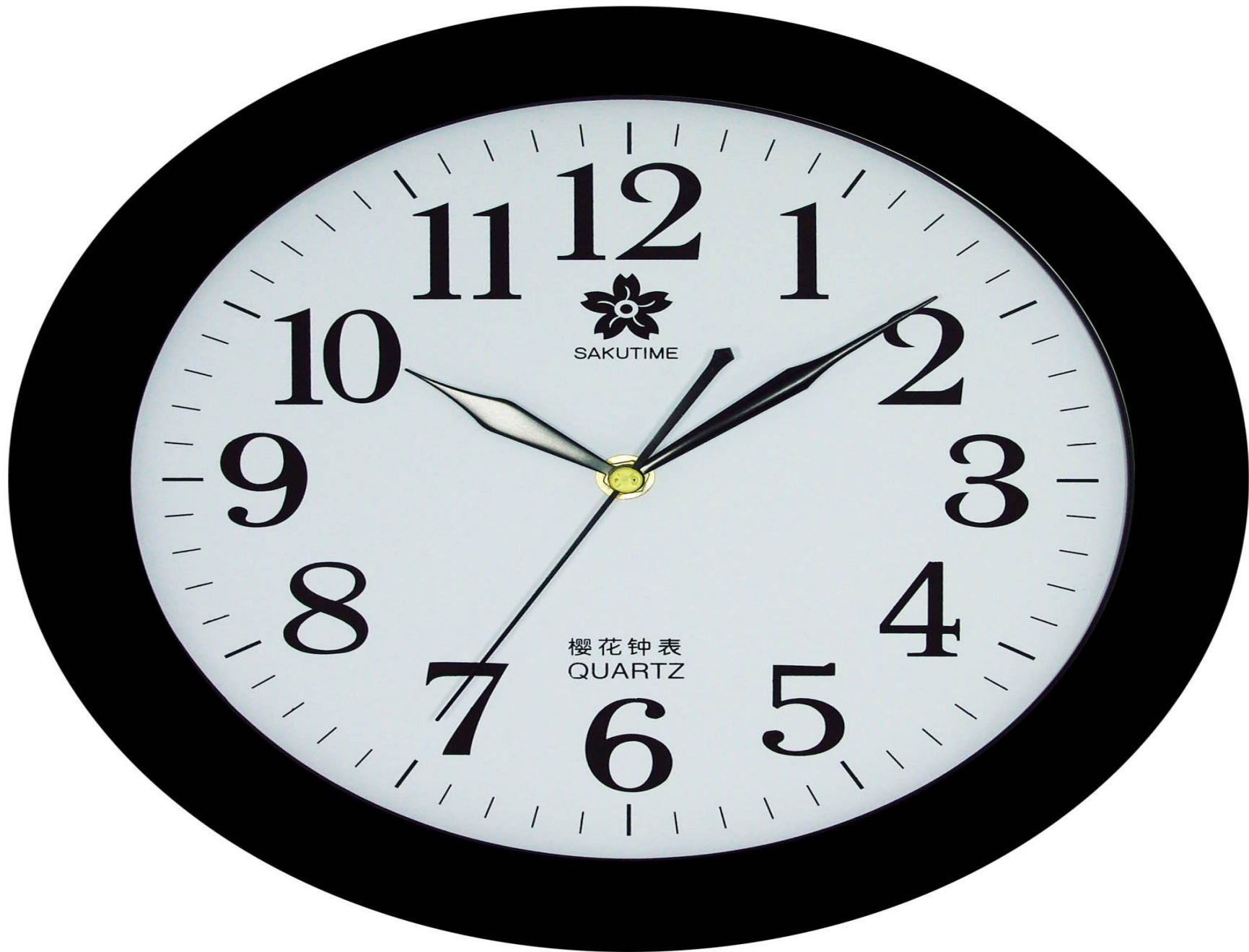


Miroslav A. Atanasov, Ph.D.
Intercultural Studies

What is Culture?

1. Art and Music.
2. Clothes and Artifacts.
3. History.
4. Worldview.
5. Behavior patterns.





SAKUTIME

樱花钟表
QUARTZ





INTERNATIONAL ARRIVALS

WHAT DO I DO NOW?

WHEN IS HE GOING TO TAKE MY CARD?

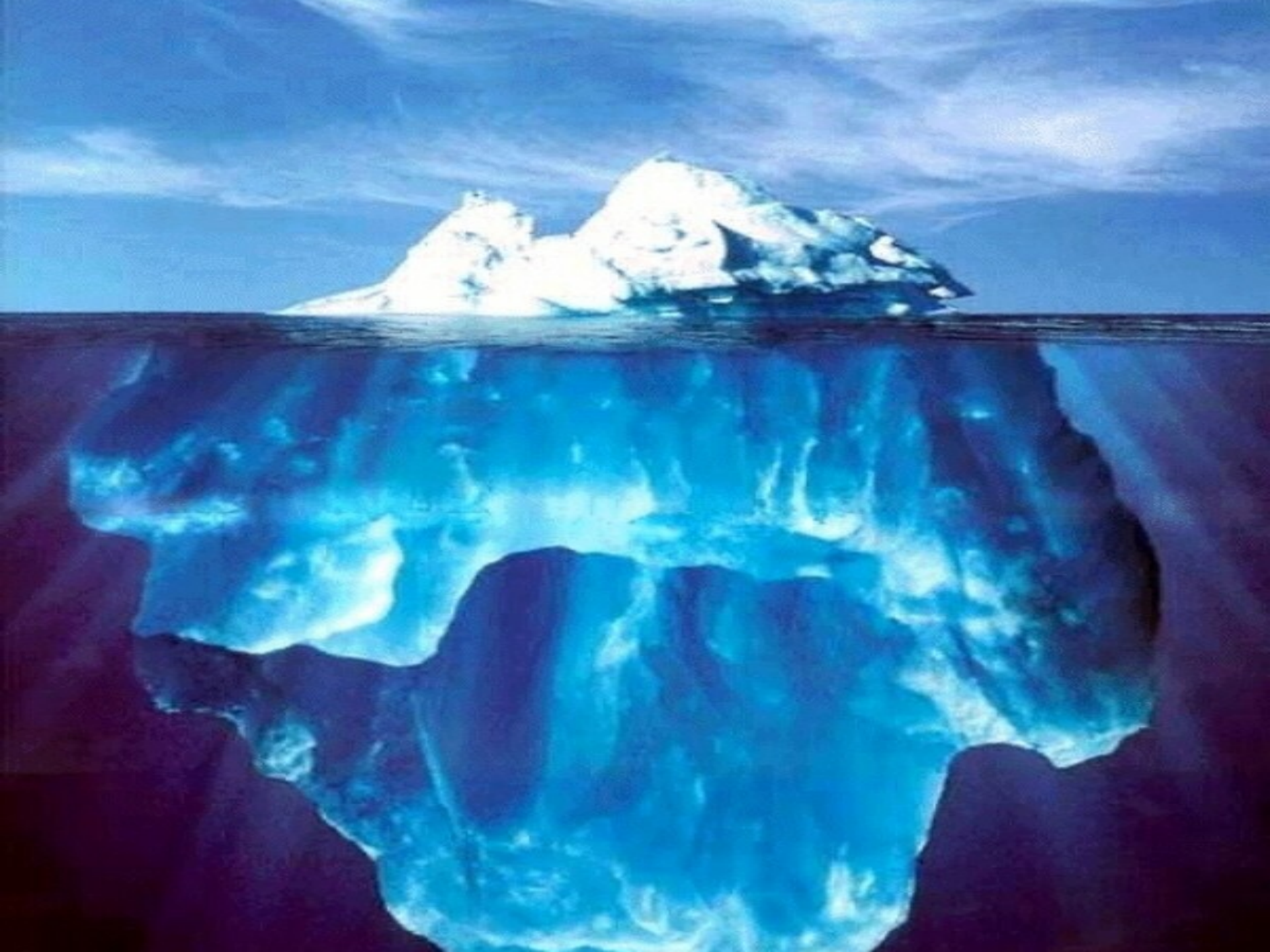
HE SEEMS A BIT UNFRIENDLY?

WHOA - PERSONAL SPACE INVASION!

I'M NEXT, WHAT SHOULD I DO?









Gerard Hendrik Hofstede (1928)

- Dutch Anthropologist.
- Cross-Cultural Researcher.
- Ph.D. in Social Science, Groningen University.
- Research on International Business, management, and cooperation.
- In 2009 a group of European schools jointly teaching international communication has named itself the Geert Hofstede Consortium.
- In September 2011, Geert was knighted by order of Her Majesty, Beatrix, Queen of the Netherlands.
- Websites:
 - www.geert-hofstede.com
 - www.geerthofstede.nl



Books by Hofstede

- *Culture's Consequences*, 1980, 2010.
- *Cultures and Organizations: Software of the Mind*, 1991, 2010.
- *Exploring Culture: Exercises, Stories and Synthetic Cultures*, 2002.
- *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*, 2001.
- *Masculinity and Femininity: The Taboo Dimension of National Cultures*, 1998.
- *Uncommon Sense about Organizations: Cases, Studies and Field Observations*, 1994.
- *Culture's Consequences: International Differences in Work-Related Values*, 1980.

G. Hofstede's Definition of "Culture"

- *The sum of the "values, rituals, symbols, beliefs, and thought processes, that are learned, shared by a group of people, and transmitted from generation to generation."*



Cultural Dimensions Theory

- National Cultures.

- Organizational Cultures.



Organizational Culture Dimensions.

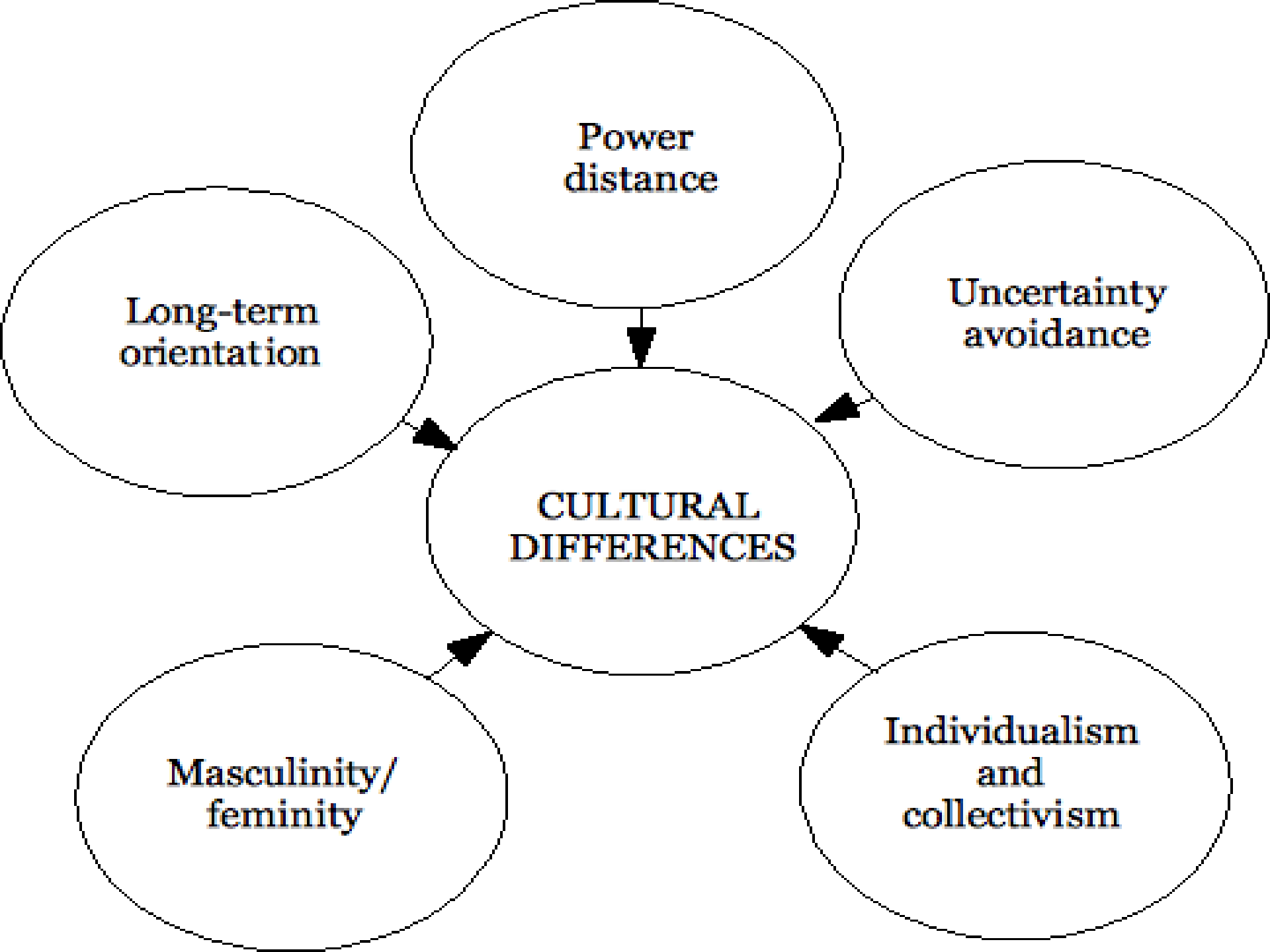
- Means-oriented vs goal-oriented.
- Internally-driven vs externally driven.
- Easy going vs strict work discipline.
- Local vs Professional.
- Open system vs Closed system.
- Employee oriented vs work oriented.
- Degree of acceptance of leadership style.
- Degree of identification with the organization.



National Cultural Dimensions.

- Power distance.
- Individualism vs Collectivism.
- Masculinity vs Femininity.
- Uncertainty Avoidance.
- Long-term vs Short-term Orientation (Pragmatic vs Normative).
- Indulgence versus restraint.





We find *national* cultures differing primarily in their solutions to 6 general problems:

1. Handling inequality:

Power Distance, from large to small

2. Dealing with the unknown:

Uncertainty Avoidance, from strong to weak

3. Dependence on others:

from Individualism to Collectivism

4. Emotional gender roles:

from Masculinity to Femininity

5. Time perspective:

from Long- to Short-Term Orientation

6. Dealing with natural drives:

from Indulgence to Restraint



1. Power Distance (PDI)

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue is how a society handles inequalities among people.

- a. **Hierarchical.** Societies exhibiting a large degree of power distance. Everybody has a place which needs no further justification.
- b. **Egalitarian.** Societies with low power distance. People strive to equalize the distribution of power and demand justification for inequalities of power.



2. Individualism vs Collectivism (IDV).

- A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."
- a. **Individualism.** In such societies there is a preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only.
- b. **Collectivism.** Represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.





3. Masculinity vs Femininity (MAS).

- a. **Masculinity.** Preference in society for achievement, heroism, assertiveness and material reward for success. Society at large is more competitive.
- b. **Femininity.** Stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.



4. Uncertainty Avoidance (UAI).

- The degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. How does a society deal with the fact that the future can never be known: should we try to control the future or just let it happen?
- a. **Strong UAI** countries maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.
- B. **Weak UAI** societies maintain a more relaxed attitude in which practice counts more than principles.





Maybe

Yes

No

G

Y

B

5. Long-Term Orientation (LTO).

Society's search for virtue.

- A. **STO societies** generally have a strong concern with establishing the absolute Truth. They are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results.
- B. In **LTO societies**, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results.





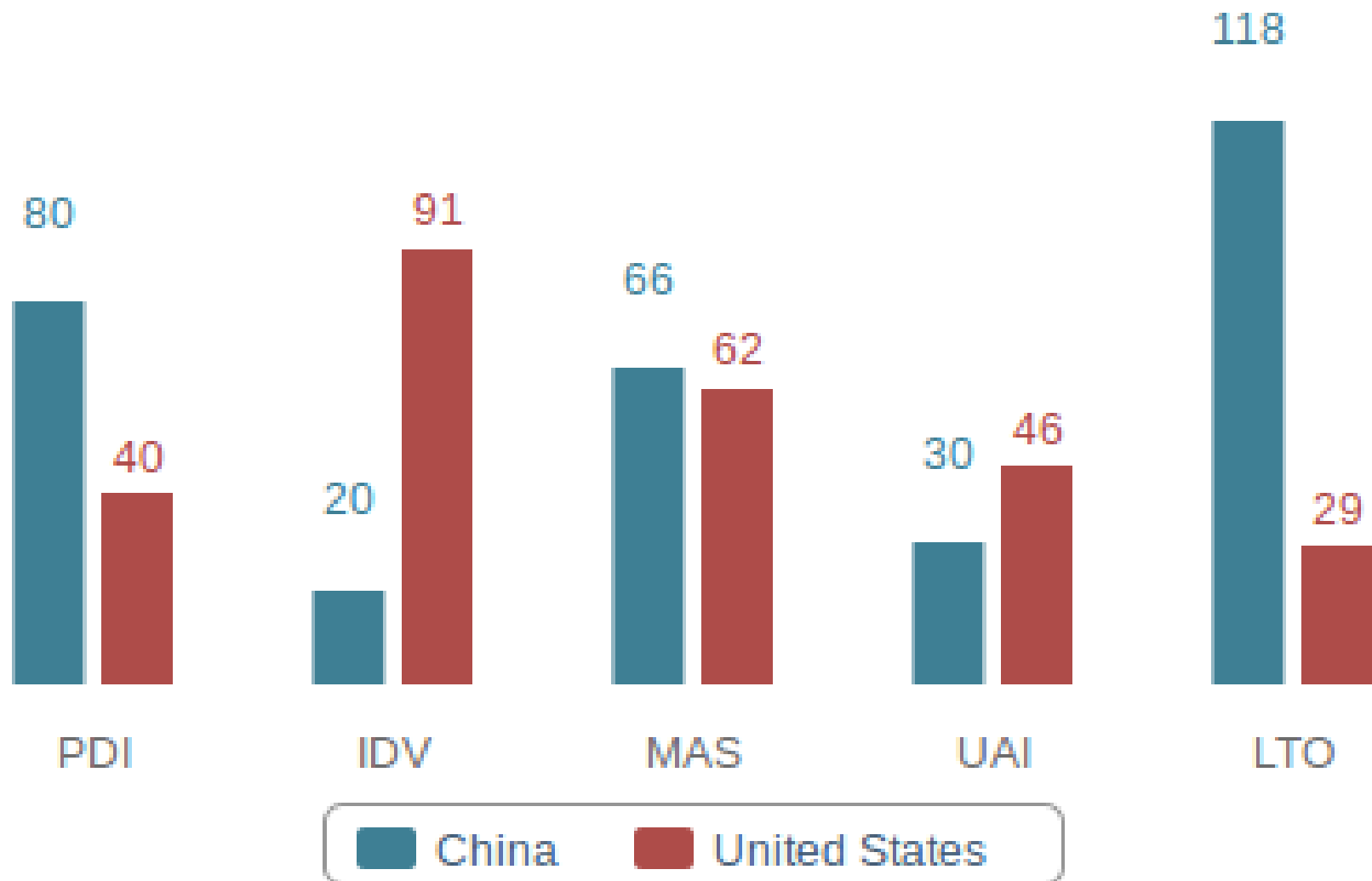
6. Indulgence vs Restraint (IND).

- a. **Indulgence** - society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun.
- b. **Restraint** - society that suppresses gratification of needs and regulates it by means of strict social norms.



China

in comparison with the below



Conclusions

- People are unaware of their assumptions about reality.
- What we think of as mind is really internalized culture.
- There are important concepts for people to understand each other in intercultural situations.

