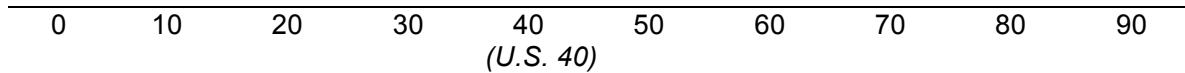


Hofstede's Dimensions of Culture

Power Distance (PDI) — (Part 1)

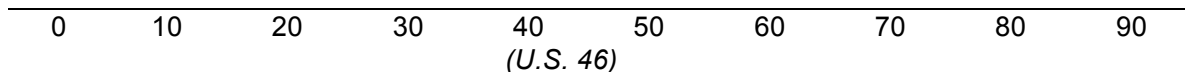


The Power Distance dimension is like all four of Hofstede's dimensions of culture. It is a continuum with two extremes. Only very few national cultures, if any, are wholly at one or the other extreme. Power Distance indicates the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally among individuals.

Small	Large
Low dependence needs	High dependence needs
Inequality minimized	Inequality accepted
Hierarchy for convenience	Hierarchy needed
Superiors accessible	Superiors often inaccessible
All have equal rights	Power-holders have privileges
Change by evolution	Change by revolution

A higher score corresponds with a larger Power Distance, and therefore, the larger the acceptance of unequal power distribution among individuals. Under the word Large in the chart above are characteristics commonly found in countries with a tendency towards a larger Power Distance. Conversely, a lower score indicates a smaller Power Distance, and therefore, the smaller the acceptance of unequal power distribution among individuals. Listed under Small are characteristics of cultures with a tendency towards smaller Power Distance. The U.S. (40) has a relatively low Power Distance compared to many Asian and Latin American cultures. It is not surprising that some of the lowest scores in this area can be found in Scandinavia.

Uncertainty Avoidance (UAI) — (Part 2)

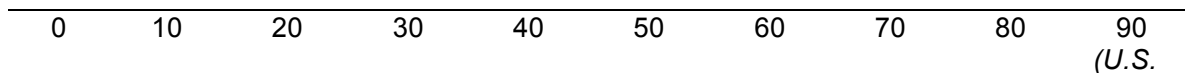


The Uncertainty Avoidance dimension indicates the extent to which a society feels threatened by ambiguous situations and tries to avoid them by providing rules, believing in absolute truths, and refusing to tolerate deviance.

Weak	Strong
Relaxed, lower stress	Anxiety, higher stress
Hard work not a virtue <i>per se</i>	Inner urge to work hard
Conflict and competition seen as fair play	Conflict is threatening
Acceptance of dissent	Need for consensus
Willingness to take risks	Need to avoid failure
There should be few rules	Need for laws and rules

A higher the score correlates with a stronger urge to avoid uncertainty. Common characteristics of such a society are listed in the chart above under Strong. The lower the score, the weaker the urge to avoid uncertainty as associated with the characteristics under Weak. The U.S. (46) lies about in the middle of this continuum. In Jamaica (13) people tend to be comfortable with ambiguity; while in Japan (92) we see a very strong desire to avoid ambiguity.

Collectivism vs. Individualism (IDV) — (Part 3)



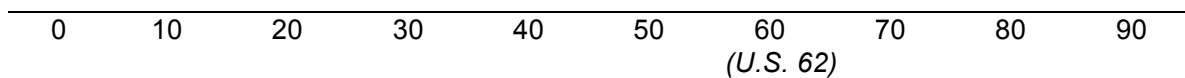
91)

The Collectivism vs. Individualism dimension indicates the extent to which a society is a loosely knit social framework in which people are supposed to take care only of themselves and their immediate families, instead of a tight social framework in which people distinguish between in-groups and out-groups and expect their in-group to look after them.

Collectivism	Individualism
"We" conscious	"I" conscious
Relationships over tasks	Private options
Fulfill obligations to group	Fulfill obligations to self
Loss of "face," shame	Loss of self-respect, guilt

A higher score indicates a more individualistic orientation and is characterized by the traits listed under Individualism. On the other hand, a lower score indicates a more collectivist society and is often characterized by the traits listed under the word Collectivism. The U.S. (91), Australia (90) and Great Britain (89) are characterized as having a high level of individualism, whereas we generally see very low scores throughout Latin America and in Arab cultures.

Masculinity vs. Femininity (MAS) — (Part 4)



The Masculinity vs. Femininity dimension indicates the extent to which the dominant values in a society tend toward assertiveness and the acquisition of things, and away from concern for people and the quality of life. The dimension was labeled "masculinity" because, within nearly all of the 50 countries, men were more likely to score higher on these values than women. This was true even in societies that, as a whole (that is, considering both men and women), tended to be characterized by the set of values labeled "femininity." Hofstede found that the more a nation as a whole is characterized by masculine values, the greater is the gap between the values espoused by men and women in that nation.

Femininity	Masculinity
Quality of life, serving others	Ambitious and a need to excel
Striving for consensus	Tendency to polarize
Work in order to live	Live in order to work
Small and slow are beautiful	Big and fast are beautiful
Sympathy for the unfortunate	Admiration for the achiever
	Decisiveness

A higher score indicates a more masculine culture as characterized by Hofstede. The traits associated with a more masculine culture are listed in the chart under Masculinity. Conversely, a lower score indicates a more feminine culture and tends to demonstrate the traits listed in the chart under Femininity. U.S. culture is more masculine (62) than feminine, and Switzerland (70), Italy (70) and Austria (79) are more masculine than the U.S. Extremely feminine cultures include Sweden (5), the Netherlands (14) and Norway (8).