

Cultural Basics

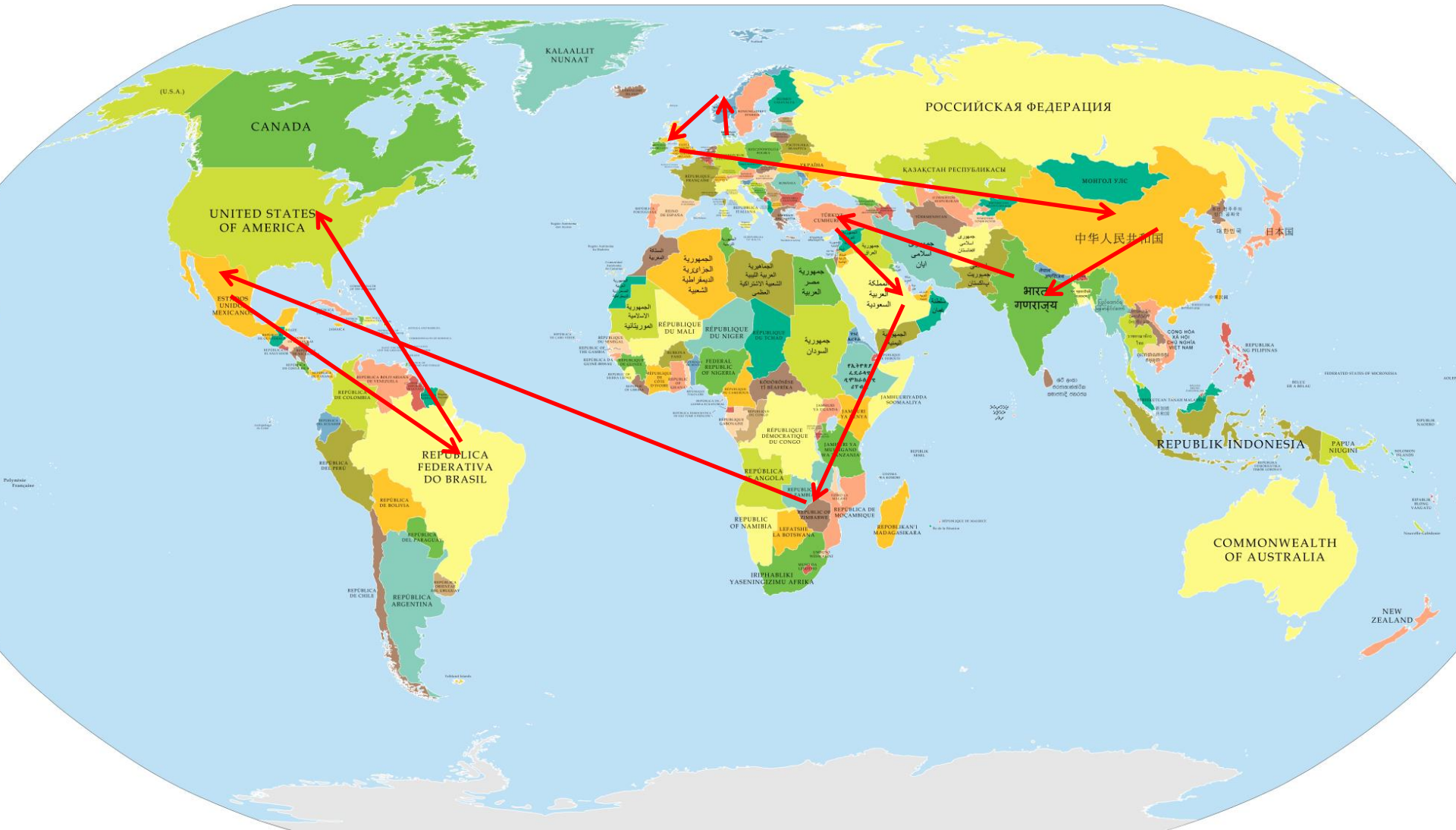
Understanding World Cultures

Osher course, January 2021

John Hooker, Carnegie Mellon University, USA



Travel plan



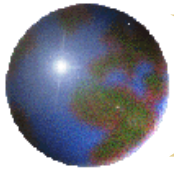


What is culture?

✦ Popular view:

- ✦ Culture is about food, language, dress, customs, holidays.





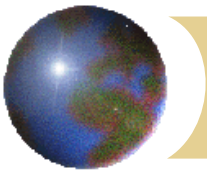
What is culture?

- ❖ What if all Chinese ate *Sauerbraten* and *Käsespätzle*



- ❖ ...rather than *jiǎo zi* and *bāo zi*?





What is culture?

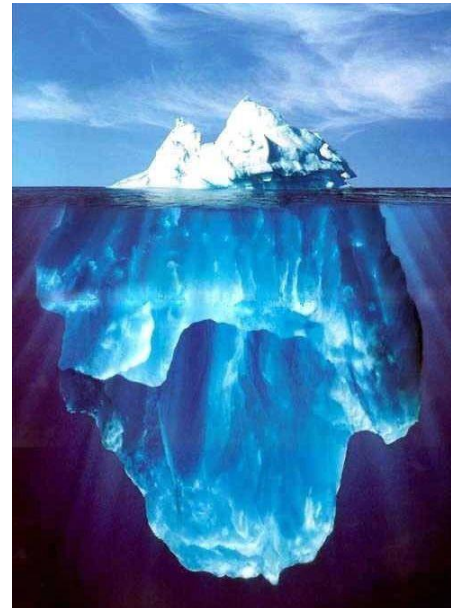
- ❖ It would be the same culture!





What is culture?

- ✦ Culture is the **thought system we live in.**
 - ✦ Culture determines our deepest assumptions, most of which we are not even aware of.
 - Like an iceberg, culture lies mostly beneath the surface.





What is culture?

✿ Culture vs. personality

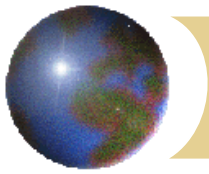
❏ Culture is not about personalities or “national character.”

- It doesn't “stereotype” individuals.
- Every culture has the **full range** of personalities.
- Culture is **learned**.
- Personality is genetics + learning.
- Culture is the **system** in which personalities exist.
- Individuals may or may not fit in the system

❏ Culture:personality as climate:weather



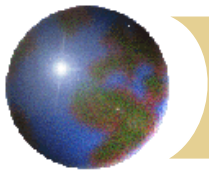
It can get hot in Alaska. Anchorage record = 90 deg F



Just to clarify...

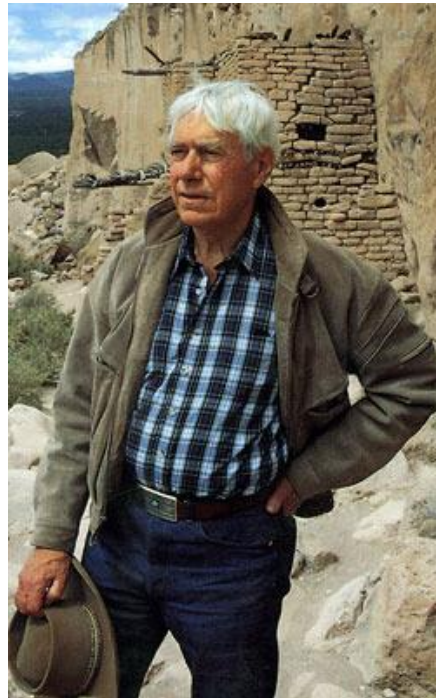
- ✦ This course makes no **judgments** about cultures.
 - ✦ It only tries to **understand** them.
 - This is already the task of a lifetime, or more.





Intellectual background

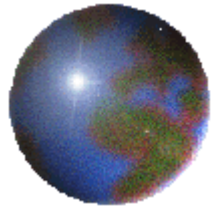
- ❏ Many of the ideas presented here are based on the work of **Edward T. Hall** and **Geert Hofstede**



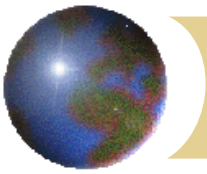
Edward T. Hall
1914-2009



Geert Hofstede
1928-2020



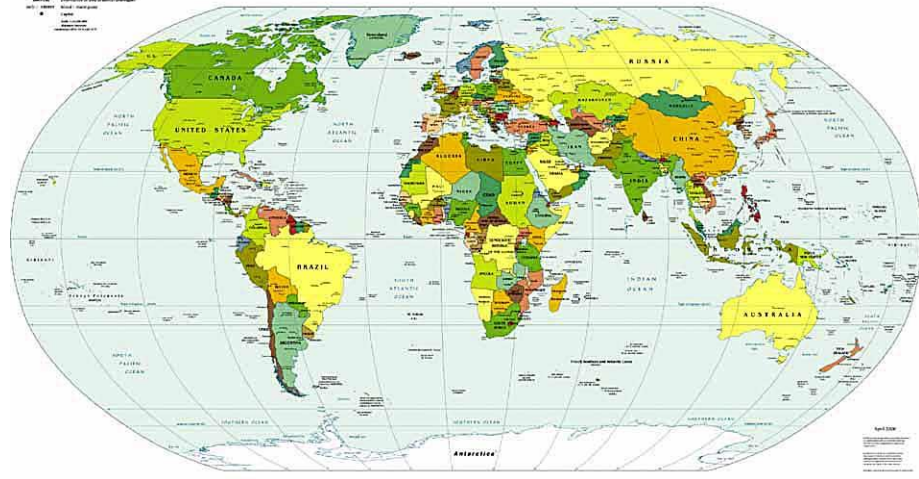
Relationships vs. Rules

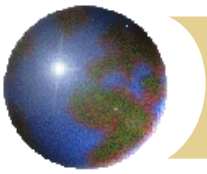


Two types of cultures

- ⊕ There are 5000+ cultures in the world, all very different.
- ⊕ But they can be classified roughly as:
 - ⊠ **relationship-based**
 - ⊠ **rule-based.**
- ⊕ Note color code:
 - ⊠ **Red** vs **blue**

Political Map of the World, April 2000

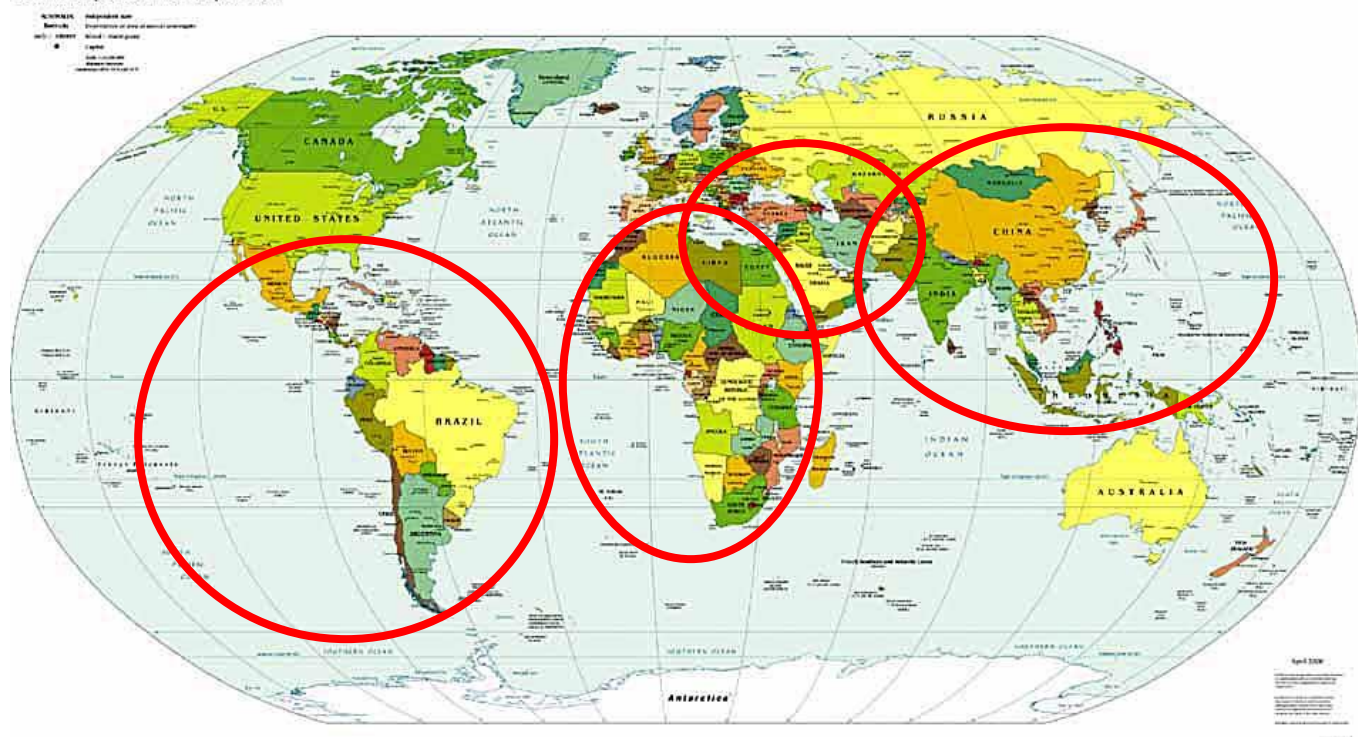


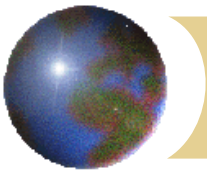


✚ *Relationship-based* = life is organized primarily around **personal relationships**.

✚ Africa, Asia, Middle East, South America

Political Map of the World, April 2000

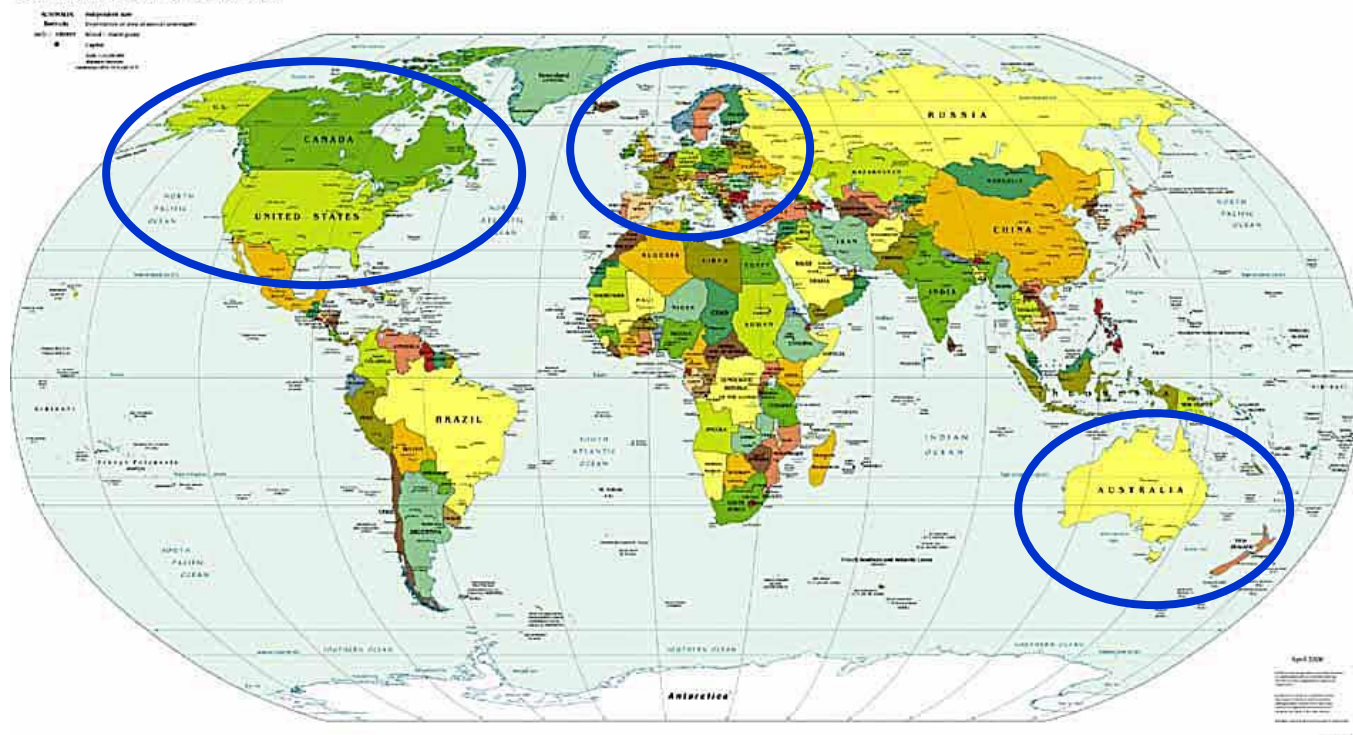


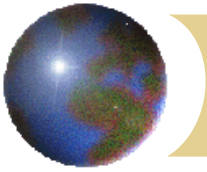


✦ *Rule-based* = life is organized primarily by **rules**.

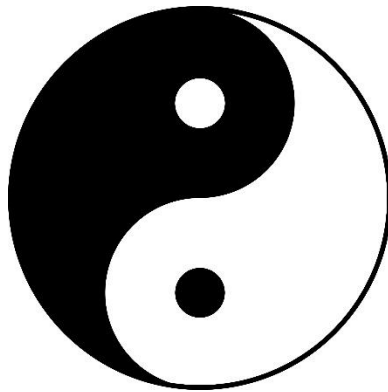
▣ Australia, Europe, North America

Political Map of the World, April 2000





- ✦ No culture is purely **rule-based** or **relationship-based**.
 - ▣ Nonetheless, one system tends to dominate.





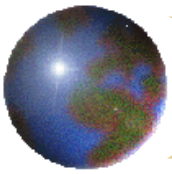
✚ Getting things done

- ❏ Work through personal **connections**
- ❏ Go by the **book**

✚ Business

- ❏ It's all about forming a **relationship.**
- ❏ Trust the **person**, not the system.
- ❏ It's all about making **deals.**
- ❏ Rely on the **system** to enforce the deal.



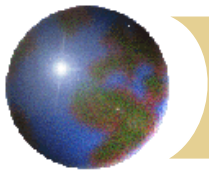


✚ Traffic

- ✚ **Negotiate** your way through it.
- ✚ Follow traffic **laws.**



Intersection in Varanasi, India

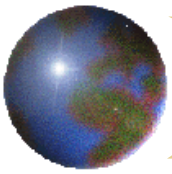


☉ Dealing with **stress**

- ☒ Rely on family & friends for **support**.
- ☒ Rely on the **system** and **oneself**
 - Medical technology, social services, psychiatry
 - Individual responsibility (even for illness)



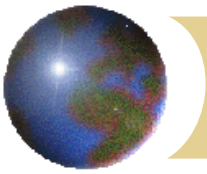
Filipino family



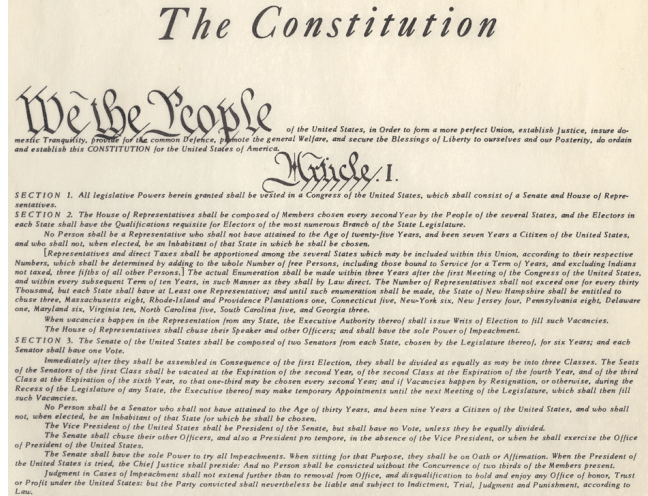
✦ Concept of **self**.

- ✦ I am part of a larger unit (**collectivism**)
 - Family, village, company, nation
 - We responsible for each other.
- ✦ I am an autonomous individual (**individualism**)
 - I am responsible for myself.





- ⊕ **Concept of authority.**
- ❑ **Authority rests in the person.**
- ❑ **Authority derives from rules.**



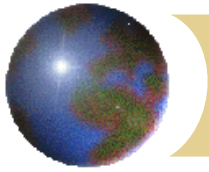
**Supreme Law of the Land
U.S. Constitution**



**Custodian of the Two Holy Mosques
King Salman bin Abdulaziz al Saud**



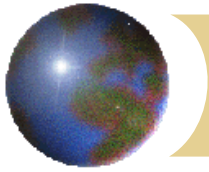
Mohammed bin Salman



Implication for ethics

✚ **Source** of authority.

- ✚ Because we are a **collective**, someone must have authority to coordinate us.
 - We **must respect** parents, grandparents, ancestors, boss, ruler
 - Or society will break down.
- ✚ Because we are autonomous **individuals**, no one has inherent authority over another.
 - We **must respect** the **rules**.
 - The rules must be inherently **logical** and reasonable, because only logic and reason are **universal**.



Implication for ethics

⊕ Relationship-based ethics

- ⊞ **Care and respect.**

- ⊞ Ethics flows from the necessity of maintaining relationships.
 - We must care for family, friends.

⊕ Rule-based ethics

- ⊞ **Equality and fairness**

- ⊞ Ethics is based on rules we can agree upon as reasonable.
 - We must reach **rational consensus.**



- Many cultural traits **correlate** with the rule-based, relationship-based distinction.

| Relationship-Based | Rule-Based |
|---------------------------|-----------------------|
| Polychronic | Monochronic |
| High power distance* | Low power distance* |
| Shame-based | Guilt-based |
| High context | Low context |
| Collectivist* | Individualist* |
| Masculine* | Feminine* |
| Uncertainty tolerant* | Uncertainty avoiding* |
| Dionysian | Apollonian |

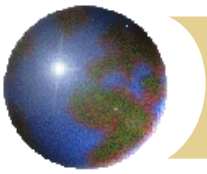
*Hofstede's categories



Cultural Classification

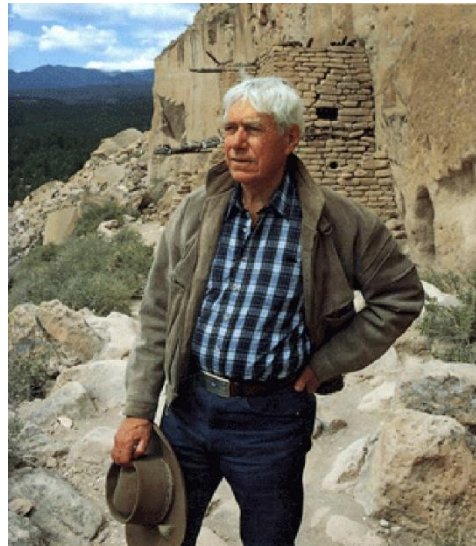
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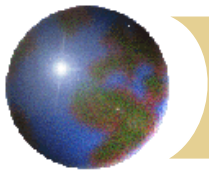
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Monochronic and polychronic

- ✦ A culture's sense of **time** affects every aspect of daily life.
 - ✦ Edward Hall classified cultures as **monochronic** and **polychronic**.

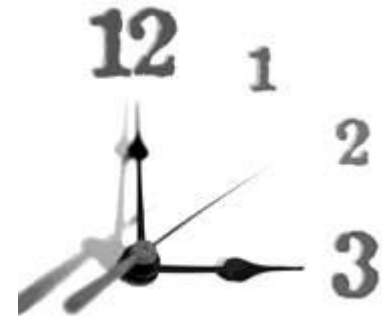




Monochronic and polychronic

✚ **Monochronic cultures** – one thing at a time.

- ✚ People like to **finish one task before moving to another** and are generally **punctual**.
- ✚ **Rule-based** cultures are monochronic.
 - **U.S.** is strongly monochronic.
 - Japan, Singapore and (to some extent) China are **punctual** but **polychronic**.





Monochronic and polychronic

✚ **Polychronic cultures**– juggling tasks.

- ✚ People are comfortable with being involved in **several tasks at once**.
- ✚ **Relationship-based** cultures are polychronic.
 - Punctually generally **not important**.
 - Except in Japan, Singapore and (to some extent) China.



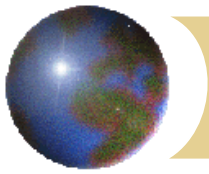


Monochronic cultures

⊕ People **organize** and **structure** time.

- ⊕ Time is partitioned into **intervals**, each devoted to one task.
- ⊕ **Appointments** are made and **punctuality** important.
- ⊕ Orderly **queues** form.

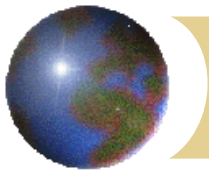




Monochronic cultures

- ⊕ Time is a **measurable substance**.
 - ❑ It can be spent, saved, wasted.
 - ❑ Idleness **wastes time**.
 - ❑ Activity **fills time**.
 - ❑ Having to wait is **boring**.

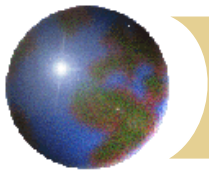




Monochronic cultures

- ✦ Travel arrangements.
 - ✦ Made **far in advance**.
 - ✦ E.g., Scandinavia
- ✦ Deadlines.
 - ✦ **Time is money**.
 - ✦ People get **nervous** and **speed up** as the deadline approaches.

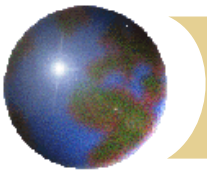




Polychronic cultures

- ✦ People work on **several tasks at once**.
 - ✦ You may be **kept waiting** 45 minutes for an appointment.
 - ✦ But don't keep the **boss** waiting!
 - ✦ Clerk may serve **3 or 4** people at once.
 - ✦ No orderly queues, except at international airports, hotels, etc.

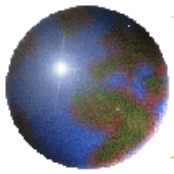




Polychronic cultures

- ⊕ Time is **not measured**.
 - ⊞ Idleness **stops time**.
 - ⊞ Activity **makes time**.
 - ⊞ Having to wait is **no big deal**.

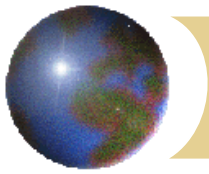




Polychronic cultures

- ✦ Travel arrangements.
 - ✦ Made at the **last minute**.
 - ✦ E.g., India.
- ✦ Deadlines.
 - ✦ People switch to another task when delayed.
 - ✦ No one speeds up as the deadline approaches.

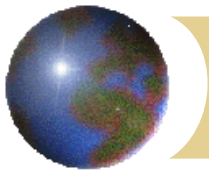




Stress management

- ⊕ Rule-based cultures **structure their environment.**
 - ⊞ As a **stress management** mechanism.
 - ⊞ **Monochronic** time consciousness is a special case of this.
 - ⊞ Structured time gives a sense of **predictability** and **control.**
 - Used in **day care** to calm children down.
 - Can be used **at home** now!

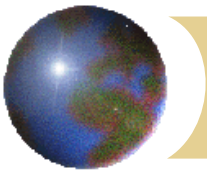
- ⊕ Relationship-based cultures **don't need this.**
 - ⊞ Family/friend **support** and **authority** figures provide sense of predictability and control.
 - ⊞ So time consciousness remains **polychronic.**



Cultural Classification

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*Hofstede's categories



Power distance

- ✦ **Power distance** is the degree to which less powerful people **accept** their subordinate position.
 - ❏ Fundamental problem: how do people get power?
 - ❏ At some point, others must **grant** them power.



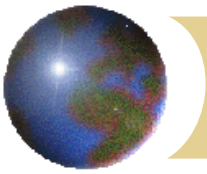


Relationship-based countries tend to be **high** power distance.

- ❖ Behavior is regulated by **people** with authority.
- ❖ Rules are legitimated and enforced by authority figures.
- ❖ Leaders are expected to be wise and caring.
- ❖ Example: Deng Xiaoping



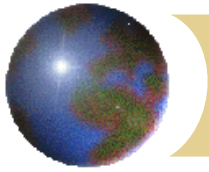
Deng Xiaoping
De facto leader of China
1978-1992



- ⊕ Rule-based countries tend to be **low** power distance.
 - ⊞ People respect the **rules** more than superiors.
 - ⊞ Example: Sweden.

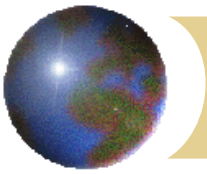


Karl XVI Gustaf
Swedish King since 1973



❖ High power distance:

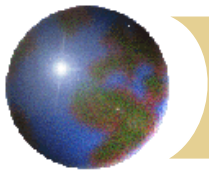
- ❖ Children **obey** and **respect** parents, teachers.
- ❖ Employees are **reluctant to challenge** the boss or discuss problems.
- ❖ Ideal boss is **benevolent** but **authoritarian**.
- ❖ Possibly large **differences** in salary/skills.
- ❖ Possibly **class** differences, limited upward mobility.
- ❖ Because authority must reside in the **person**, certain individuals have authority based on who they are.



✦ Low power distance:

- ✦ Children are allowed to **contradict** their parents.
- ✦ **Two-way** discussion in classroom.
- ✦ **Discipline** may be a problem; parents side with child rather than teacher.
- ✦ **No** corporal punishment.
- ✦ Less need for certain individuals to have authority based solely on who they are (with exceptions, e.g. parents to some extent)





✦ Low power distance:

- ✦ **Consultative** management.
- ✦ Employees bring **concerns** and grievances to the boss.
- ✦ Ideal boss **inspires** workers.
- ✦ Possibly smaller salary differences; workers may resent executive perks.
 - Scandinavia & U.S.
(salary & offices)

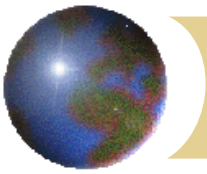




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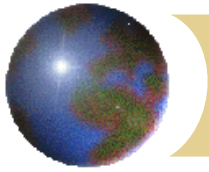
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Shame and guilt

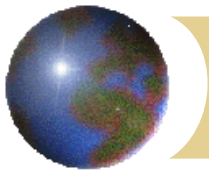
- ✦ **Shame** and **guilt** are mechanisms for enforcing behavior norms.





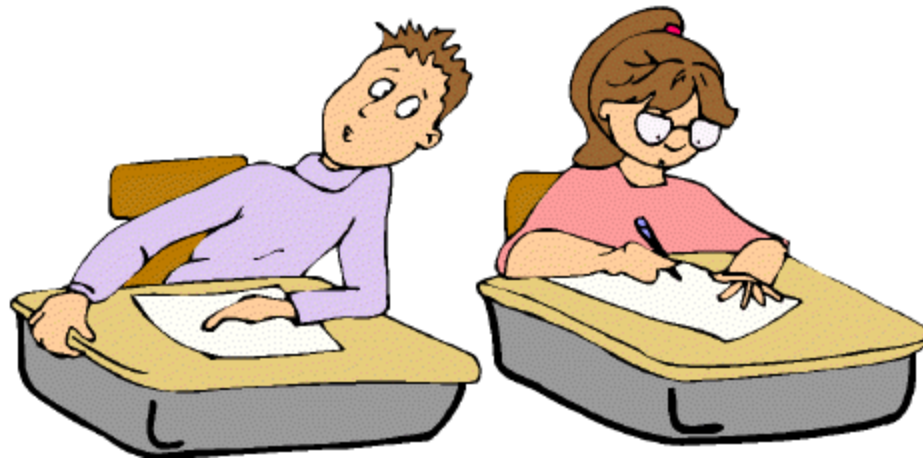
Shame and guilt

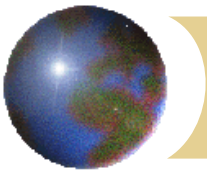
- ✦ **Relationship-based** cultures enforce behavior norms by **shame**.
 - ✦ Loss of face.
 - ✦ Humiliation.
 - ✦ Punishment on the spot.
 - ✦ Direct and constant supervision.



Shame and guilt

- ✦ Key point for shame-based cultures:
 - ❑ Failure to supervise **gives permission** to break the “rules.”
 - Public transit.
 - Exam cheating.
 - Government regulation.





✦ **Guilt** is more important in **rule-based** cultures.

- ❑ Guilt encourages obedience to rules **without supervision**.
- ❑ But it may be a poor motivator and carry high psychological cost.
 - *Ein gutes Gewissen ist an sanftes Ruhekissen.*
- ❑ Guilt is **reinforced** by fear of punishment.
- ❑ Support for **monochronic** time consciousness.
- ❑ Contrast with punctuality in Japan.



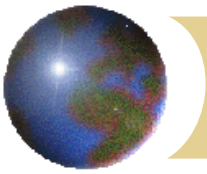


☉ Humor...

- ☒ Based on **jokes** and **irony** in guilt-based cultures.
 - Relief from rules, logic
- ☒ Based on **amusement** in shame-based cultures.
 - Diversion from daily routine.



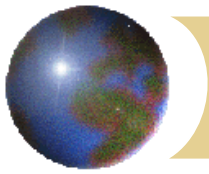
Mr. Bean breaking the rules



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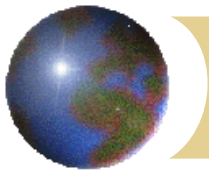
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High and low context

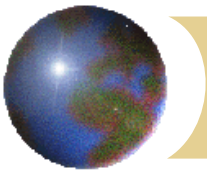
- ✦ In **low-context** cultures,
 - ❑ There are many **signs**, timetables, maps.
 - ❑ **Contracts** are written, long, and detailed.
 - Fixed once signed.
 - Disputes resolved by lawsuits.
 - ❑ People expect the rules to be in writing.
 - ❑ People **pay attention to written rules**.
 - Example: restroom sign.





High and low context

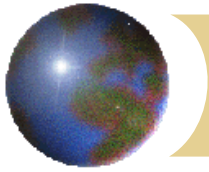
- ✦ In **high-context** cultures,
 - ❑ People already know what to do.
 - ❑ **Contracts** are vague, verbal, or nonexistent.
 - Except in “low uncertainty tolerance” cultures, e.g. Latin America.
 - Agreements evolve with the situation.
 - Legal system weak.
 - Disputes resolved by negotiation.
 - ❑ People **may not pay attention to written rules.**



High and low context

- ✦ In **low-context** cultures,
 - ✦ Disagreements are resolved by **open discussion**.
 - ✦ It is OK to say **“no”**.
 - ✦ You can **disagree** with company policy.

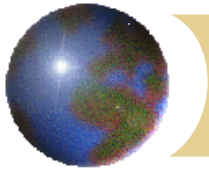




High and low context

- ✦ In **high-context** cultures,
 - ❏ Communication is **indirect**.
 - ❏ One rarely says “**no**,” may say “yes” to be polite.
 - ❏ Don’t **criticize company policy** in front of the boss.





High and low context

✦ Cultural adjustment

- ✦ It is easier to adjust to a low-context culture.
- ✦ The information you need is widely available.

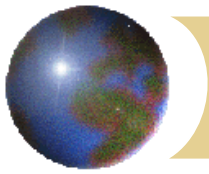




Cultural Classification

| Relationship-Based | Rule-Based |
|---------------------------|-----------------------|
| Polychronic | Monochronic |
| High power distance* | Low power distance* |
| Shame-based | Guilt-based |
| High context | Low context |
| Collectivist* | Individualist* |
| Masculine* | Feminine* |
| Uncertainty tolerant* | Uncertainty avoiding* |
| Dionysian | Apollonian |

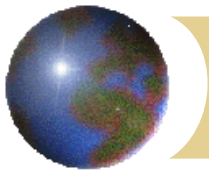
*Hofstede's categories



Cultural Classification

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*Hofstede's categories

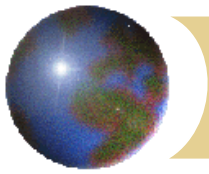


Collectivist and individualist

✦ **Collectivist** cultures

- ✦ Primary loyalty is to the **group**.
 - Usually the **family**, sometimes the village, company, or nation.
- ✦ People rely on the **group** for support, security, predictability.



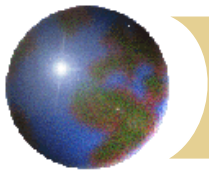


Collectivist and individualist

✦ **Individualist** cultures

- ✦ Primary loyalty is to **oneself**.
 - People are held **individually responsible** for their own welfare.
 - People are expected to show **individual initiative**.
- ✦ People rely on **themselves** and an impersonal **system** for support, security, predictability.





Cultural Classification

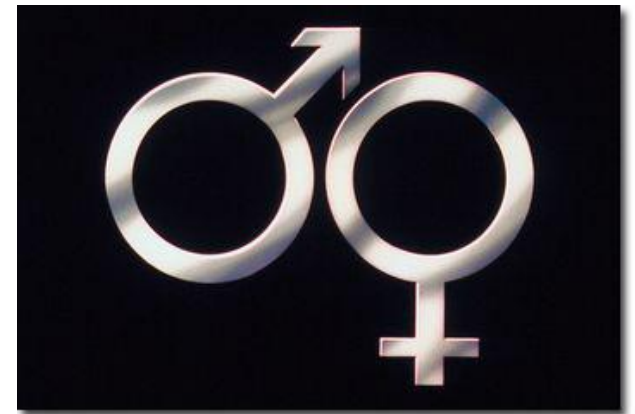
| Relationship-Based | Rule-Based |
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*Hofstede's categories



Masculine/feminine

- ✚ The distinction can be understood in two ways...





Masculine/feminine

✦ Attitude toward **masculine values**.

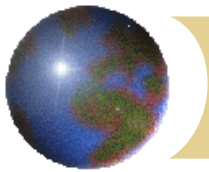
- ✦ *Masculine:* Men are expected to be **tough**.
- ✦ *Feminine:* Men & women more **similar**.



✦ Attitude toward **competition**.

- ✦ *Masculine:* **competition** valued.
- ✦ *Feminine:* **cooperation** valued.





Masculine values

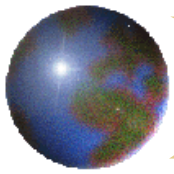
Masculine

Feminine

Competitiveness

Masculine

| | | |
|----------|---|---|
| | <p>Japan USA, UK, Ireland Philippines India</p> | |
| Feminine | <p>East African cultures Arab cultures Eastern Slavic cultures <i>Machismo</i> cultures</p> | <p>Scandinavia Western Slavic cultures Thailand</p> |



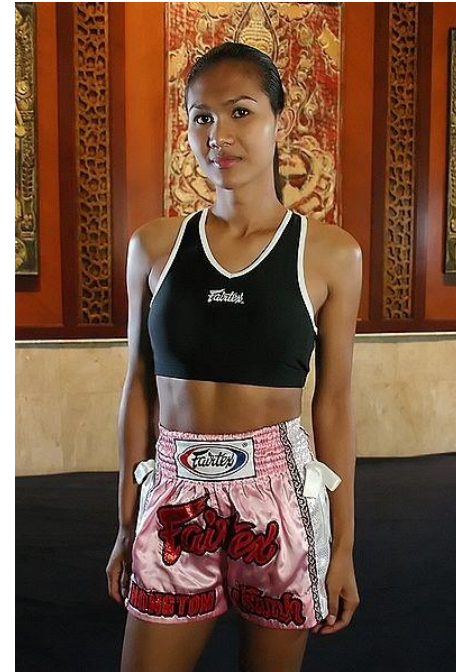
Thailand: A Feminine Culture?



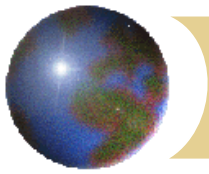
Thai soldier during 2006
military coup



Military crackdown on protesters in
Bangkok, May 2010



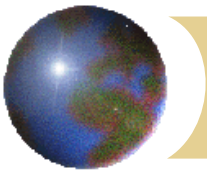
Nong Tum, well-known
kathoei (portrayed in film
Beautiful Boxer)



Cultural Classification

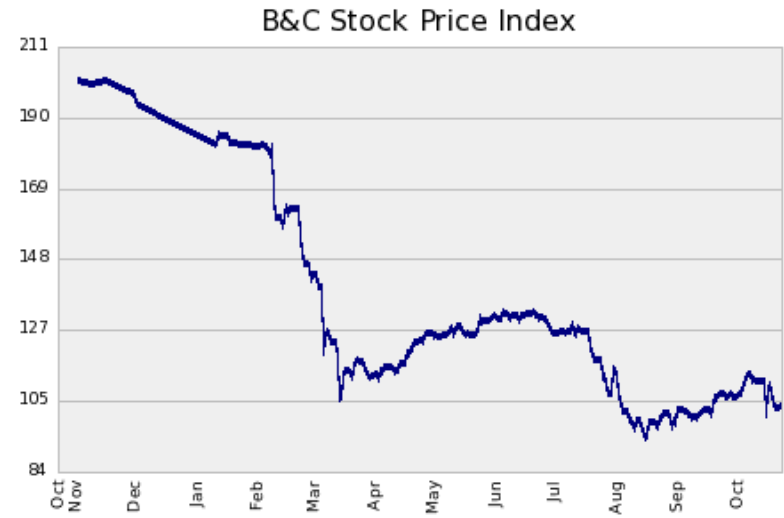
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| Uncertainty tolerant* | Uncertainty avoiding* |
| Dionysian | Apollonian |

*Hofstede's categories



Uncertainty

- Attitudes toward unpredictability in life...

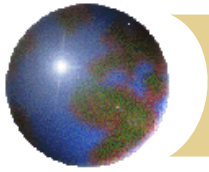




Uncertainty

- ✦ **Uncertainty tolerant:**
 - ✦ Willing to take risks.
 - ✦ Entrepreneurial in business.
 - ✦ Comfortable with travel, relocation.

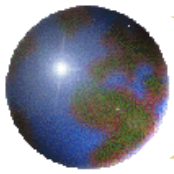




Uncertainty

- ✦ **Uncertainty avoiding:**
 - ✦ Prefer familiar surroundings.
 - ✦ Risk-averse in business.
 - ✦ Dysfunctional bureaucracy serves as ritual.

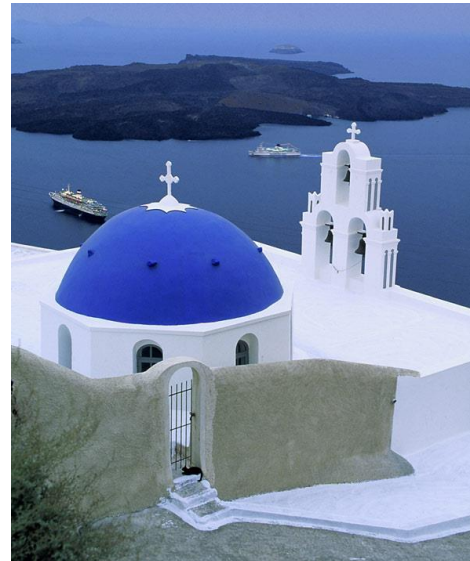


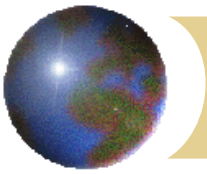


Uncertainty

✿ Some uncertainty avoiding cultures:

- ✿ Greece.
- ✿ Latin America.
- ✿ Western Slavic cultures.
- ✿ Belgium.
- ✿ France.



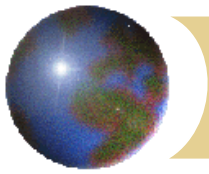


Uncertainty

✿ Some uncertainty tolerant cultures:

- ✿ U.K.
- ✿ USA.
- ✿ Hong Kong & coastal Chinese.
- ✿ Singapore.





Uncertainty

☉ Case study: United Kingdom

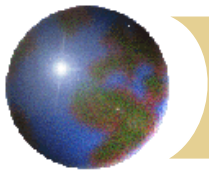
☒ Masculine culture

- Militaristic
- Stiff upper lip
- Competitive

☒ Uncertainty tolerant culture

- Love to travel, resettle anywhere.
- Former British colonies tend to be more livable than most, because the British lived there themselves.
- Former colonies include U.S., Australia, New Zealand, Canada, Hong Kong, Kenya, Zimbabwe.





Cultural Classification

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| Dionysian | Apollonian |



Dionysian/Apollonian

- ✦ Introduced by Friedrich Nietzsche in *The Birth of Tragedy*.
 - ✦ To describe two sides of classical Greek culture.

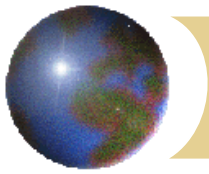




Dionysian/Apollonian

- ⊕ Anthropologist Ruth Benedict used the distinction to describe native American cultures.
 - ⊞ *Patterns of Culture* (1934).
 - ⊞ Pueblo vs. plains Indians.
 - Pueblo: orderly lifestyle
 - Plains: extreme experience
 - ⊞ Two ways of handling stress, uncertainty, joy, and grief.





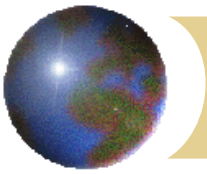
Dionysian/Apollonian



Funeral, Norway
Apollonian



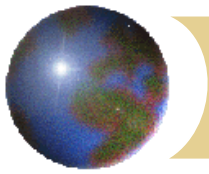
Funeral, Palestine
Dionysian



Hofstede's Classification

- ✦ The best known classification.
 - ✦ From Geert Hofstede, *Cultures and Organizations: Software of the Mind* (3rd ed. 2010).
 - Based on a worldwide survey of employees of IBM subsidiaries in 50 countries.

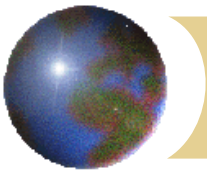




Hofstede's Classification

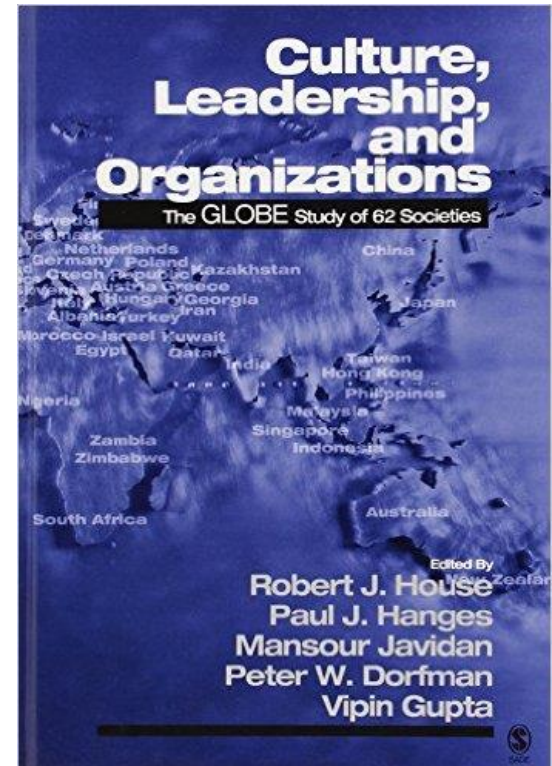
- ✦ The best known classification.
 - ✦ From Geert Hofstede, *Cultures and Organizations: Software of the Mind* (3rd ed. 2010).
 - Based on a worldwide survey of employees of IBM subsidiaries in 50 countries.
 - ✦ Often covered in executive workshops.
 - See as legitimate in the West due to its basis in quantifiable responses to surveys.

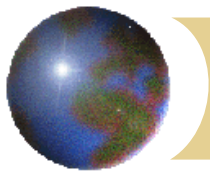




Hofstede's Classification

- ❏ More recent surveys in *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*.
 - These are summarized here, in case you are curious.
 - Hofstede's original classification seems more useful.





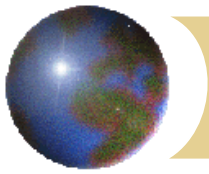
Power
Distance
(Hofstede)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern Europe</i> | <i>Other Western</i> |
|---|--|--|---|---|
| Malaysia Philippines | Guatemala Panama Mexico Venezuela | Arab countries India West Africa | | |
| Indonesia Singapore Hong Kong | Ecuador Brazil Colombia El Salvador Peru Chile Uruguay | Turkey East Africa | Yugoslavia | France |
| Thailand S. Korea Taiwan Japan | Argentina | Iran Pakistan S. Africa Jamaica | Belgium Portugal Greece Spain Italy | |
| | Costa Rica | | | USA Canada Netherlands Australia W. Germany U.K. Switzerland Finland Norway Sweden Ireland New Zealand Denmark Austria |
| | | Israel | | |



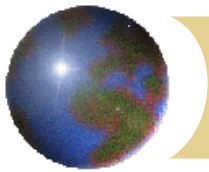
Collectivism (Hofstede)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern Europe</i> | <i>Other Western</i> |
|---|---|--|----------------------------------|---|
| | Guatemala Ecuador Panama Venezuela | | | |
| Indonesia | Colombia Costa Rica Peru El Salvador | Pakistan | | |
| Taiwan S. Korea Thailand Singapore Hong Kong Malaysia Philippines | Chile | W. Africa | Portugal Yugoslavia Greece | |
| | Mexico Uruguay Brazil | E. Africa Turkey Arab countries Jamaica Iran India Israel S. Africa | | |
| Japan | Argentina | | Spain | |
| | | | | Austria Finland W. Germany Switzerland Norway Ireland Sweden Denmark New Zealand Netherlands Canada U.K. Australia USA |
| | | | France Belgium Italy | |



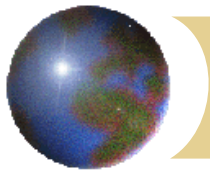
Masculine/
feminine
(Hofstede)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern Europe</i> | <i>Other Western</i> |
|------------------------|----------------------------------|---|------------------------|--|
| Japan | Venezuela Mexico | Jamaica | Italy | Austria Switzerland Ireland U.K. W. Germany USA Australia New Zealand Canada |
| Philippines | Colombia Ecuador | S. Africa | Greece Belgium | |
| Hong Kong Malaysia | Argentina | India Arab countries Pakistan Israel W. Africa Turkey Iran E. Africa | France Spain | |
| Singapore Indonesia | Brazil | | | |
| Taiwan | Panama | | | |
| S. Korea | Peru El Salvador Uruguay | | | |
| Thailand | Guatemala Chile Costa Rica | | Portugal Yugoslavia | Finland Denmark Netherlands Norway Sweden |



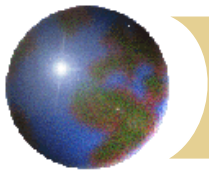
Uncertainty
avoidance
(Hofstede)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern Europe</i> | <i>Other Western</i> |
|--------------------------------------|--|--|--|---|
| Japan | Guatemala Uruguay El Salvador Peru Chile Costa Rica Panama | | Greece Portugal Belgium Yugoslavia France Spain | |
| S. Korea | Argentina Colombia Venezuela | Turkey Israel | | |
| Taiwan Thailand | Brazil Ecuador | Pakistan Arab countries Iran W. Africa E. Africa | Italy | Austria W. Germany |
| Indonesia | | S. Africa | | Finland Switzerland Netherlands Australia Norway New Zealand |
| Philippines Malaysia Hong Kong | | India | | Canada USA U.K. Ireland Sweden |
| Singapore | | Jamaica | | Denmark |



Power
Distance
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern & Eastern Europe</i> | <i>Other Western</i> |
|---|--|--|---|---|
| Thailand S. Korea | El Salvador Argentina Guatemala Ecuador Colombia | Morocco Nigeria Zimbabwe | E. Germany Hungary Spain | |
| Philippines | Venezuela Brazil | Turkey India Russia Iran | Portugal Italy Greece Slovenia | |
| Taiwan Indonesia Malaysia Japan China Singapore Hong Kong | Mexico | Zambia Kazakhstan Namibia Georgia | France | W. Germany |
| | Costa Rica Bolivia | S. Africa (white) Kuwait | Poland | England Ireland |
| | | Egypt | | Austria Switzerland Sweden Canada Australia Netherlands Denmark |
| | | Qatar Israel S. Africa (black) | Albania | |



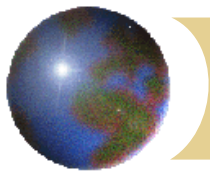
In-group
Collectivism
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern & Eastern Europe</i> | <i>Other Western</i> |
|--|--|--|---|--|
| Philippines | | Georgia Iran India Turkey Morocco Zambia Kuwait | | |
| China | Ecuador Colombia Mexico | | Albania | |
| Thailand Indonesia Singapore Taiwan S. Korea Malaysia | Guatemala | Egypt Russia Zimbabwe Nigeria | Poland Portugal Spain Slovenia Greece Hungary Italy | |
| Hong Kong | Venezuela Argentina Bolivia El Salvador Costa Rica Brazil | Kazakhstan S. Africa (black) Qatar Israel Namibia S. Africa (white) | E. Germany France | Ireland Austria |
| Japan | | | | Canada USA Australia England Finland W. Germany Switzerland Netherlands New Zealand Sweden Denmark |



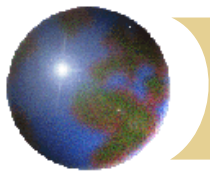
Male
domination
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern & Eastern Europe</i> | <i>Other Western</i> |
|--|---|--|--------------------------------------|---|
| S. Korea | | Kuwait Egypt Morocco Zambia Turkey India Iran Nigeria Zimbabwe Israel | | Switzerland |
| China Taiwan Japan Indonesia Thailand Hong Kong Malaysia | Guatemala Ecuador El Salvador | S. Africa (white) | Spain E. Germany W. Germany | Austria |
| | Brazil | Georgia | Italy | Ireland New Zealand USA Australia Netherlands |
| | Argentina Bolivia Costa Rica Venezuela | Qatar | Greece | |
| Philippines Singapore | Mexico Colombia | S. Africa (black) | France Portugal Albania | England Canada Sweden Denmark |
| | | Kazakhstan Namibia Russia | Slovenia Poland Hungary | |



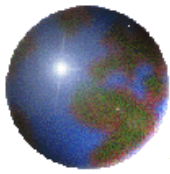
Assertiveness
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern & Eastern Europe</i> | <i>Other Western</i> |
|---|--|--|--|---|
| Hong Kong | El Salvador | Nigeria S. Africa (white) | Albania Hungary E. Germany Greece | Austria W. Germany USA Switzerland |
| S. Korea | Mexico Venezuela Argentina Brazil | Turkey Morocco Kazakhstan S. Africa (black) Israel | Spain | Netherlands Australia |
| Singapore | Colombia Ecuador | Georgia Qatar Zambia Zimbabwe | France | England |
| Philippines Taiwan Malaysia Indonesia China | Guatemala | Iran Namibia Egypt | Italy Poland Slovenia | Canada Ireland |
| Thailand Japan | Bolivia Costa Rica | India Russia Kuwait | Portugal | Finland Denmark New Zealand Sweden |



Performance
oriented
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern & Eastern Europe</i> | <i>Other Western</i> |
|--------------------------------------|-----------------------------------|---|--------------------------------------|--|
| | Ecuador Colombia | Philippines | | USA Canada Ireland England Australia New Zealand Austria |
| Indonesia | Brazil | Israel | E. Germany Spain | |
| | El Salvador Argentina | Zimbabwe Namibia | Italy Portugal Hungary | |
| Singapore Malaysia | Costa Rica Mexico Guatemala | Zambia Kuwait | | W. Germany Switzerland Denmark Finland |
| | Venezuela Bolivia | S. Africa (white) Nigeria Kazakhstan India Georgia Russia Turkey Egypt | | Sweden Netherlands |
| Thailand | | | | |
| | | | Poland Greece Slovenia | |
| Hong Kong | | | | |
| Japan Taiwan China S. Korea | | Iran S. Africa (black) Morocco Qatar | Albania France | |



Uncertainty avoidance -
conceived as
orderliness
and/or high
context
and/or high
power
distance
(GLOBE)

| <i>East Asia</i> | <i>Latin America</i> | <i>Other</i> | <i>Southern Europe</i> | <i>Other Western</i> |
|-------------------------|---|---|--|---|
| Singapore | | | | Switzerland Sweden Denmark W. Germany Austria Finland New Zealand Netherlands England Canada Australia Ireland |
| China Malaysia | | S. Africa (black) | E. Germany | |
| Taiwan Hong Kong | | Nigeria Kuwait Namibia Zimbabwe India Zambia | Albania France | |
| Indonesia | Mexico | | | USA |
| Japan | | S. Africa (white) Egypt Israel Qatar | | |
| Thailand Philippines | Costa Rica | | Spain Portugal Italy Slovenia | |
| | Ecuador | Iran Kazakhstan Morocco Turkey | | |
| | Argentina El Salvador Brazil | | Poland | |
| S. Korea | Colombia Venezuela Bolivia Guatemala | Georgia | Greece | |
| | | Russia | Hungary | |