

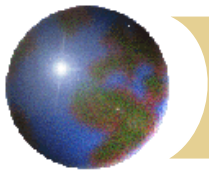
Working in a Multicultural World

John Hooker

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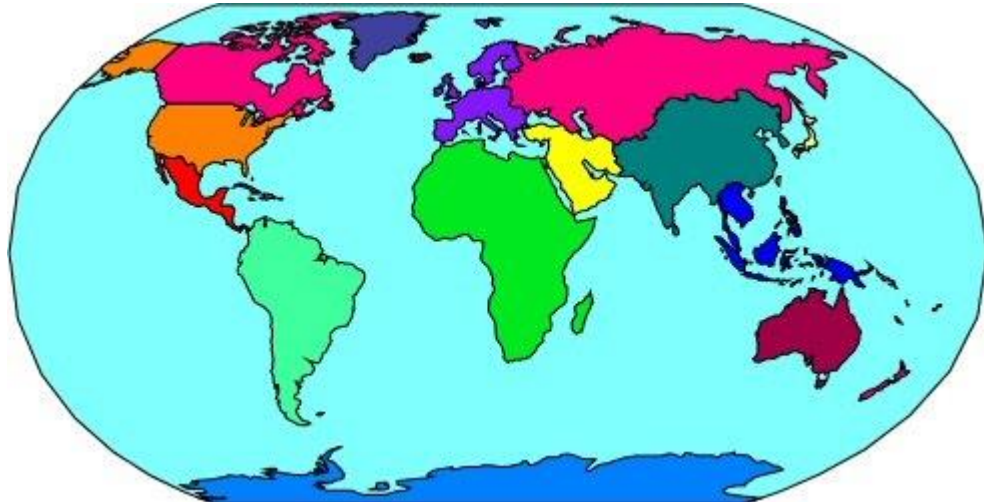
Indiana University East

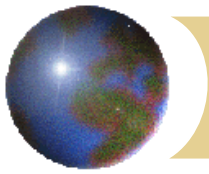
March 2022



Why understand world cultures?

- ✦ Business is **global**.
 - ✦ We routinely work with people of **different cultural backgrounds**.
 - ✦ **Cultural fluency** is an asset.

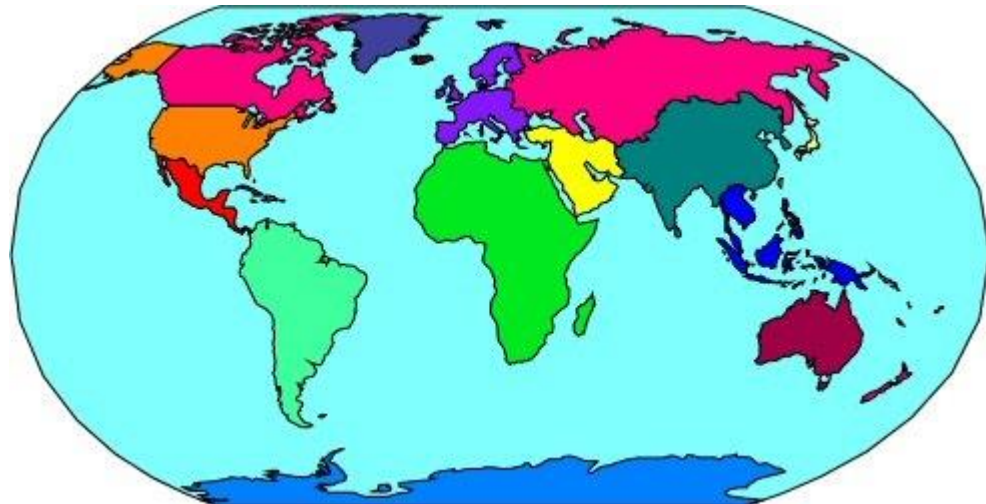


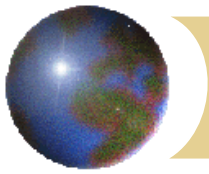


Why understand world cultures?

✦ Cultures are **different**

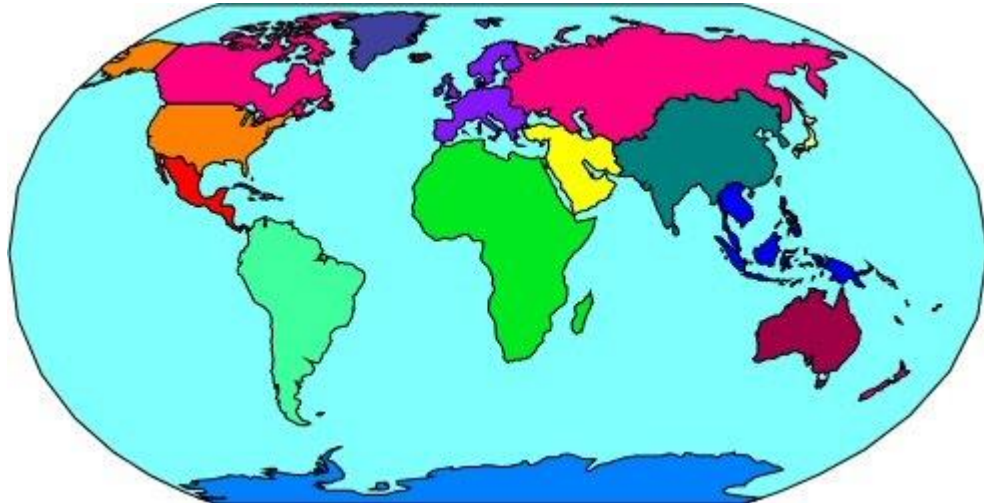
- ✦ **More so** than our own culture leads us to think.
- ✦ Each has a **thought system and logic** of its own.

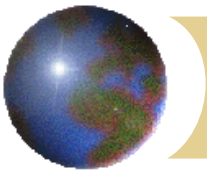




Why understand world cultures?

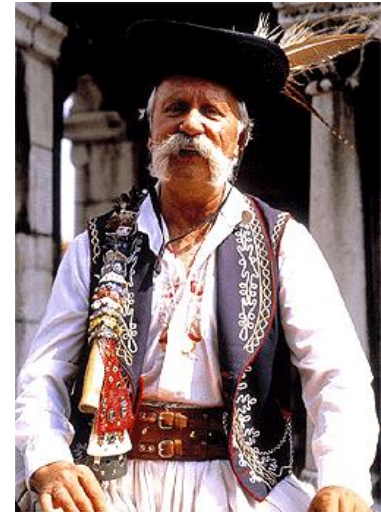
- ✦ Cultures are **fascinating**
 - ✦ We can **learn much** from the wisdom of other traditions.
 - ✦ Other cultures give us **a new perspective** on our **own** way of life.

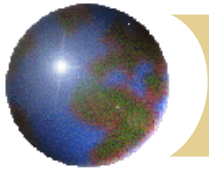




What is culture?

- ✦ It's not about food, language, dress, holidays, etc.





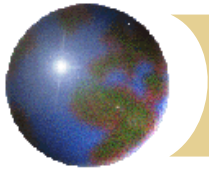
What is culture?

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



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

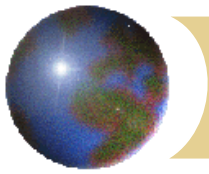




What is culture?

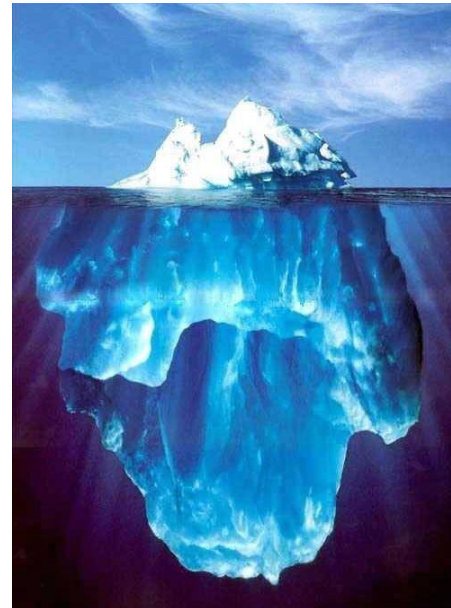
- ❖ It would be the same culture!

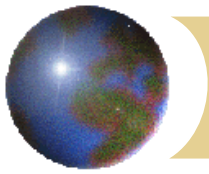




What is culture?

- ✦ 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.**



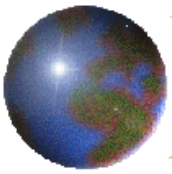


What is culture?

✦ Culture is **not ethnic identity**.

- ✦ An ethnic group may describe itself in ways that are only **incidental** to the underlying culture.
 - Often, when the group is **already losing** its cultural distinctiveness.
 - An ethnic group need **not be a subculture** but may only have a common national origin.



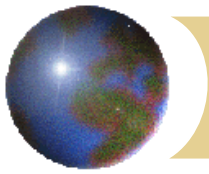


Special note

✿ **No judgments.**

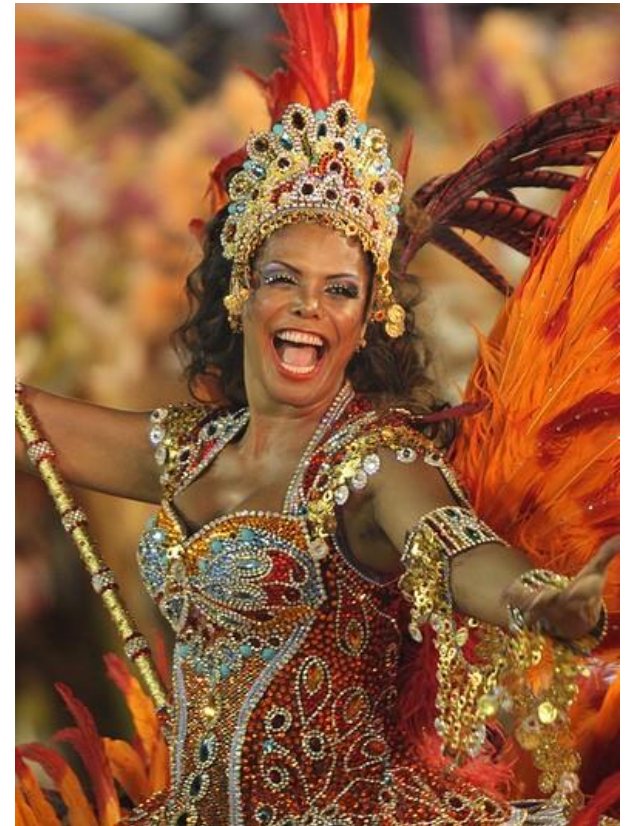
- ✿ The aim here is **not** to judge cultures as **good** or **bad**.
- ✿ We claim only that they are **different**.
- ✿ One can **describe** a culture without implying a judgment.

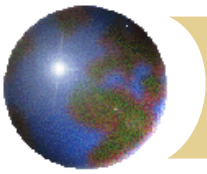




Special note

- ✦ **No stereotyping.**
 - ❏ Culture is **not about personalities.**
 - ❏ It does **not** “stereotype” individuals.
 - ❏ Every culture contains the **full range** of personalities.
 - Some Swedes love noisy parties.
 - Some Brazilians hate *Carnaval*.
 - ❏ Culture is about the **system** in which these personalities fit (or don't fit).





Special note

☉ Culture is like **atmospheric science**.

☒ It is about the **climate**, not the **weather**.

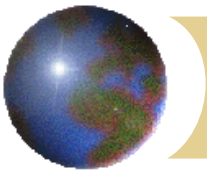
- It doesn't predict the weather in every spot.

☒ Culture **doesn't** predict the behavior of **every individual**.

- Alaska can be **hot**.
- Yet to say Alaska is **cold** is not an "exaggeration."
- You have to come **prepared** for the climate... and the **culture**.



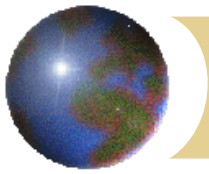
Fort Yukon, Alaska, reached 100° in 1915.



A global culture?

- ✦ Is the world moving toward a **common culture**?
 - ✦ Due to cheap air travel and information technology?

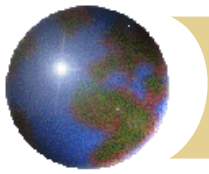




A global culture?

- ✦ Is the world moving toward a **common culture**?
 - ✦ Due to cheap air travel and information technology?
 - ✦ **No.**
 - ✦ Relatively few people in the world travel internationally.
 - ✦ Information technology reinforces cultural **divergence**.

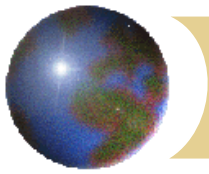




A global culture?

- ✦ Satellite channels...
 - ✦ ...are **easy** to set up.
 - ✦ ...cater to **every ethnic group**.
 - 400+ Arabic language channels, for example.





A global culture?

- ✪ Culturally-specific websites proliferate.
 - ✪ For example, Google search portals support 348 languages.

Google™
hrvatski

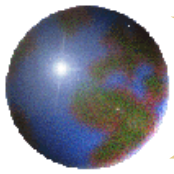
Google™
谷歌

Google™
한국

Google™
Suomi

Google™
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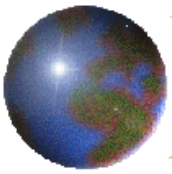
Google™
فارسی



A global culture?

- ✪ Social media are infamous for **isolating** groups in a cultural bubble.
 - ❑ The opposite of homogenization.

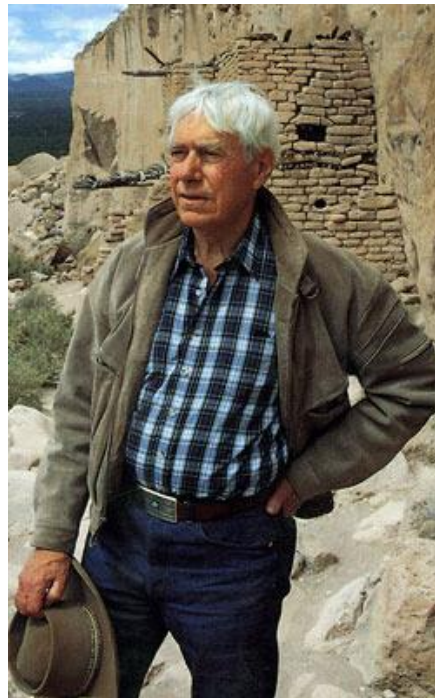




Sources

✦ Intellectual background.

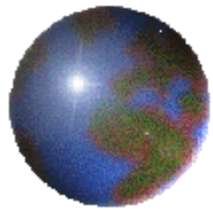
- ✦ Many of the ideas presented here are based on the work of **Edward T. Hall** and **Geert Hofstede**



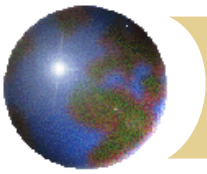
Edward T. Hall
1914-2009



Geert Hofstede
1928-2020



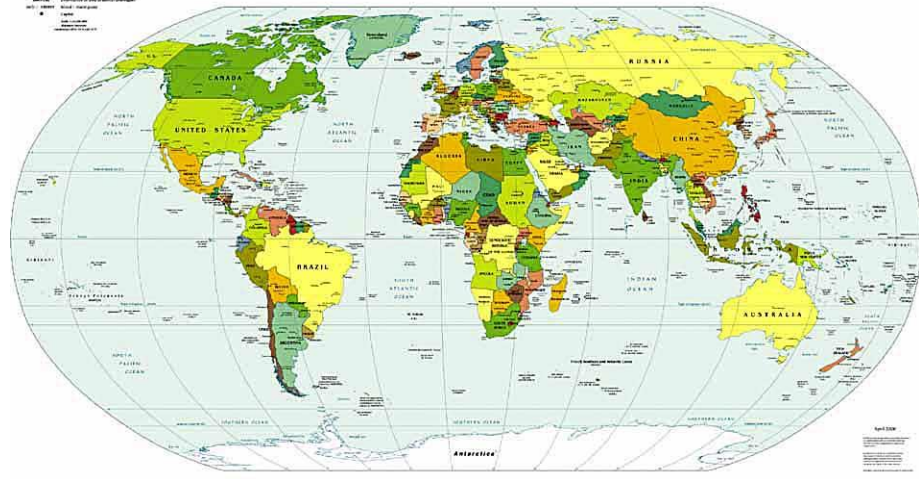
Relationships vs. Rules

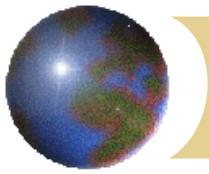


Two types of cultures

- ⊕ 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

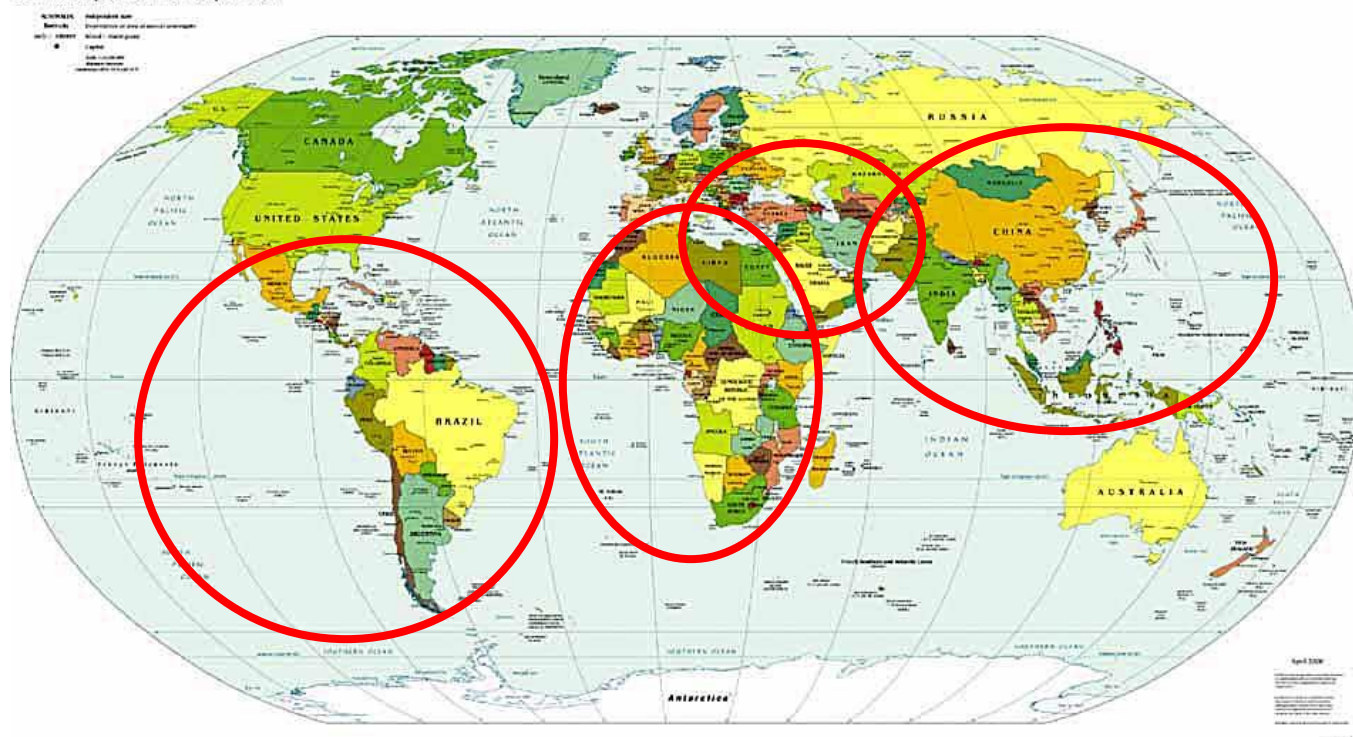


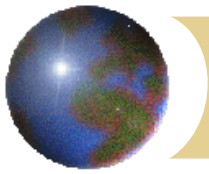


✚ *Relationship-based* = life is organized primarily around **personal relationships**.

✚ Africa, Asia, Middle East, South America

Political Map of the World, April 2000

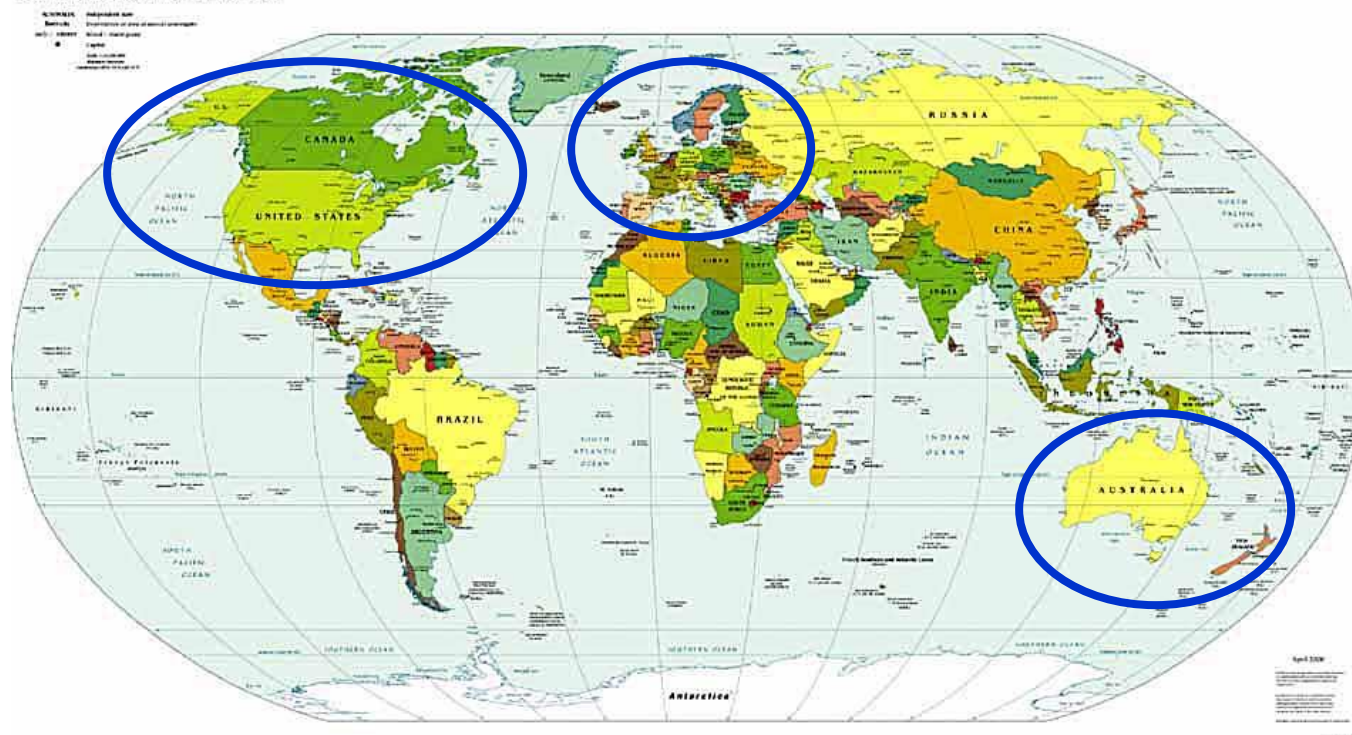


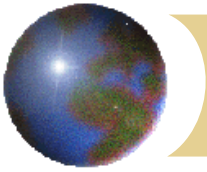


✚ *Rule-based* = life is organized primarily by **rules**.

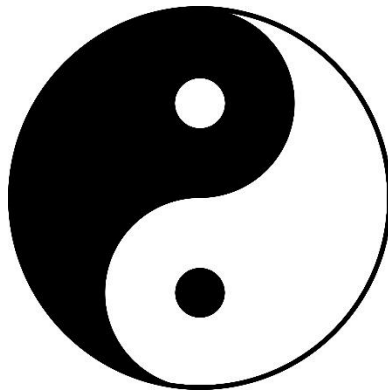
▣ Australia, Europe, North America

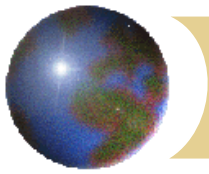
Political Map of the World, April 2000





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





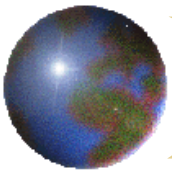
✚ Getting things done

- ❏ 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.



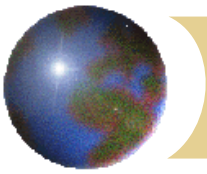


✚ Traffic

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



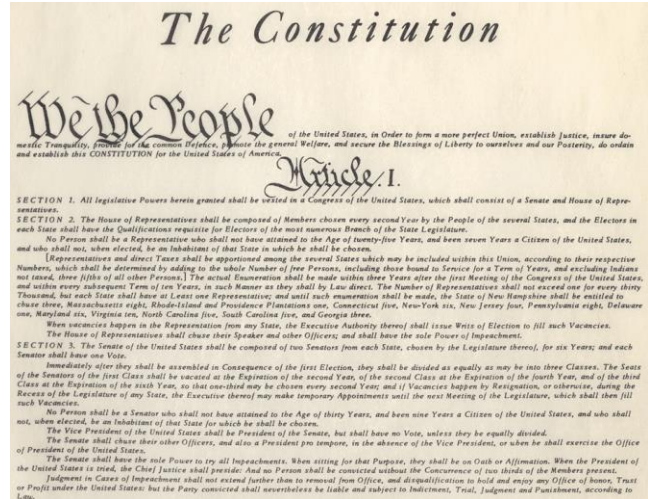
Intersection in Varanasi, India



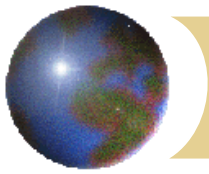
- ✦ Concept of **authority**.
- ✦ Authority rests in the **person**.
- ✦ Authority derives from **rules**.



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



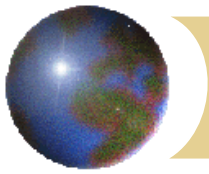
Supreme Law of the Land
U.S. Constitution



- 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

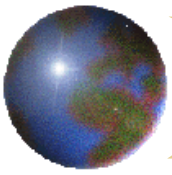
*Hofstede's categories



Cultural Classification

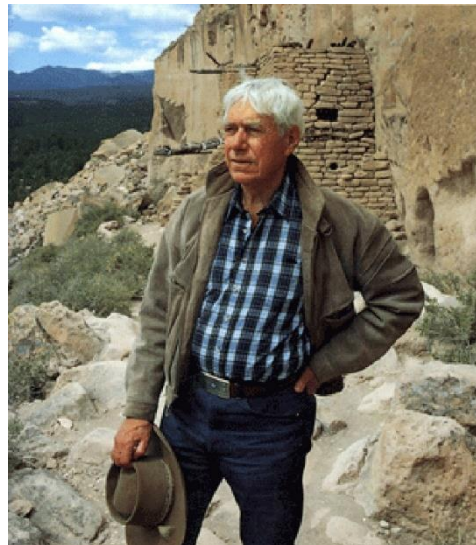
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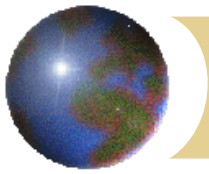
*Hofstede's categories



Monochronic and polychronic

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

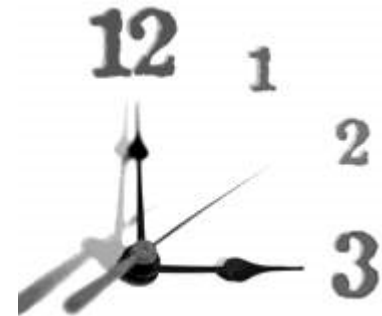


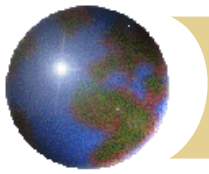


Monochronic and polychronic

✚ **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**.



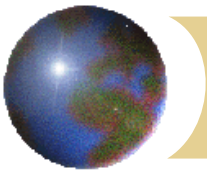


Monochronic and polychronic

✦ **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.



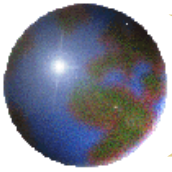


Monochronic cultures

✦ People **organize** and **structure** time.

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

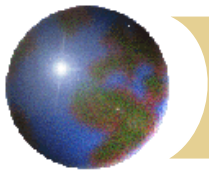




Monochronic cultures

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

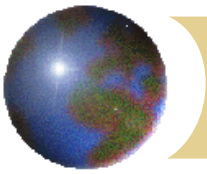




Monochronic cultures

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

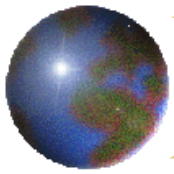




Polychronic cultures

- ⊕ 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.

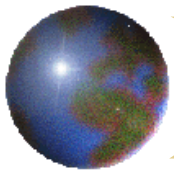




Polychronic cultures

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





Polychronic cultures

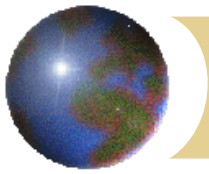
- ✦ Travel arrangements.

- ✦ Made at the **last minute**.
- ✦ E.g., India.

- ✦ Deadlines.

- ✦ People switch to another task when delayed.
- ✦ No one speeds up as the deadline approaches.

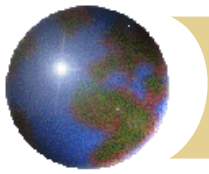




Cultural Classification

Relationship-Based	Rule-Based
Polychronic	Monochronic
High power distance*	Low power distance*
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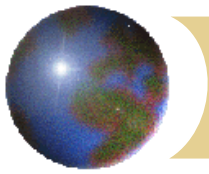
*Hofstede's categories



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.



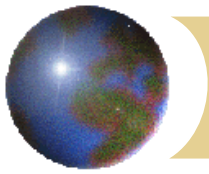


Relationship-based countries tend to be **high** power distance.

- ❖ 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



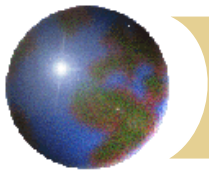
Deng Xiaoping
De facto leader of China
1978-1992



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

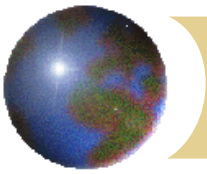


Karl XVI Gustaf
Swedish King since 1973



⊕ High power distance:

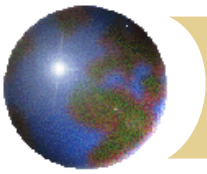
- ❏ Children **obey** and **respect** parents, teachers.
- ❏ Employees are **reluctant to challenge** the boss or discuss problems.
- ❏ Ideal boss is **benevolent** but **authoritarian**.
- ❏ Possibly large **differences** in salary/skills.
- ❏ Possibly **class** differences, limited upward mobility.
- ❏ 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.
- ✦ Positions of authority are typically **temporary** and **earned** in some way.

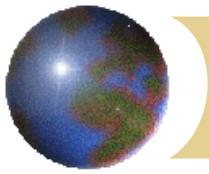




✦ Low power distance:

- ✦ **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)
 - Power distance higher in U.S. business

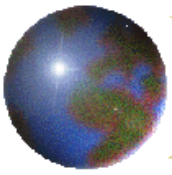




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Masculine*	Feminine*
Uncertainty tolerant*	Uncertainty avoiding*
Dionysian	Apollonian

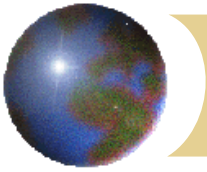
*Hofstede's categories



Shame and guilt

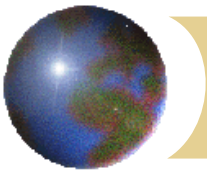
- ✦ **Shame** and **guilt** are mechanisms for enforcing behavior norms.





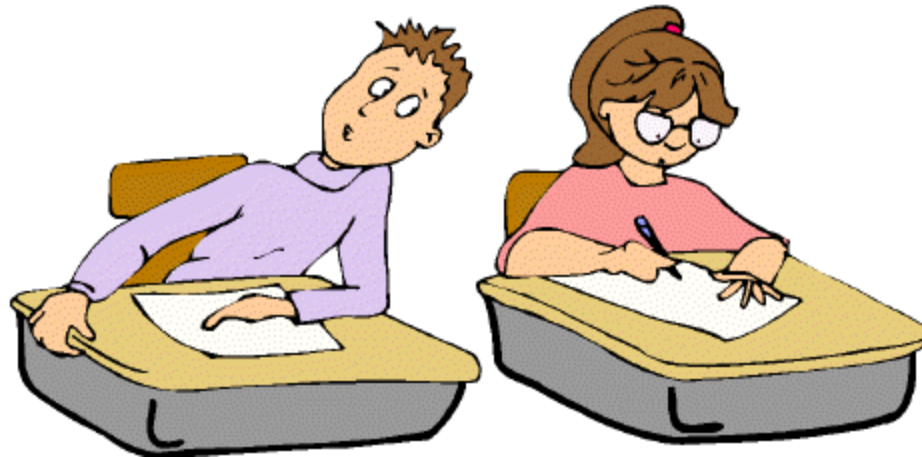
Shame and guilt

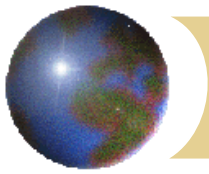
- ⊕ **Relationship-based** cultures enforce behavior norms by **shame**.
 - ❏ Loss of face.
 - ❏ Humiliation.
 - ❏ Punishment on the spot.
 - ❏ Direct and constant supervision.



Shame and guilt

- ✦ Key point for shame-based cultures:
 - ❑ Failure to supervise **gives permission** to break the “rules.”
 - Exam proctoring.

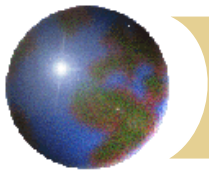




✚ **Guilt** is more important in **rule-based** cultures.

- ❏ 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.



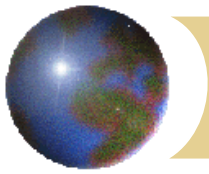


☉ Humor...

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



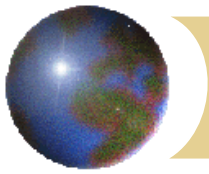
Mr. Bean breaking the rules



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

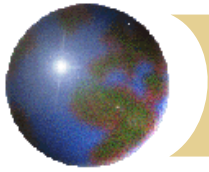
*Hofstede's categories



High and low context

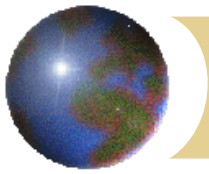
- ✪ In **low-context** cultures,
 - ❑ There are many **signs**, timetables, maps.
 - ❑ **Contracts** are written, long, and detailed.
 - Fixed once signed.
 - Disputes resolved by lawsuits.
 - ❑ People **pay attention to written rules**.
 - Example: restroom sign.





High and low context

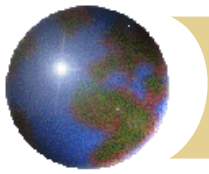
- ⊕ In **high-context** cultures,
 - ⊞ People already know what to do.
 - ⊞ **Contracts** are vague, verbal, or nonexistent.
 - Agreements evolve with the situation.
 - Legal system weak.
 - Disputes resolved by negotiation.
 - Contracts important in Middle East.
 - ⊞ People **may not pay attention to written rules or memos.**



High and low context

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

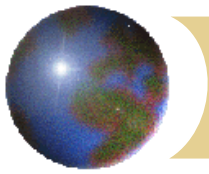




High and low context

- ✦ In **high-context** cultures,
 - ❑ Communication is **indirect**.
 - ❑ One rarely says “**no**,” may say “yes” to be polite.
 - ❑ It may be improper to **criticize company policy** in the presence of the boss.





High and low context

- ✦ First rule of international business:
 - ✦ In a **low-context culture**,

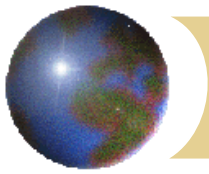
Nothing is agreed upon unless it is **part of the contract.**



- ✦ In a **high-context culture**,

Nothing is agreed upon unless it is **part of the relationship.**

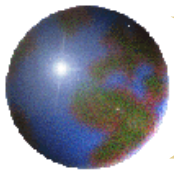




Cultural Classification

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

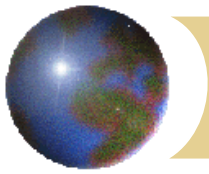


Collectivist and individualist

✦ **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.
- ✦ Focus on **cooperation**.
 - Example: noncompetitive students.



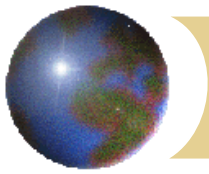


Collectivist and individualist

✦ **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.
- ✦ Focus on **competition**.

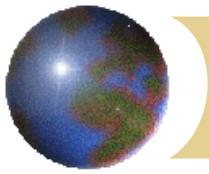




Cultural Classification

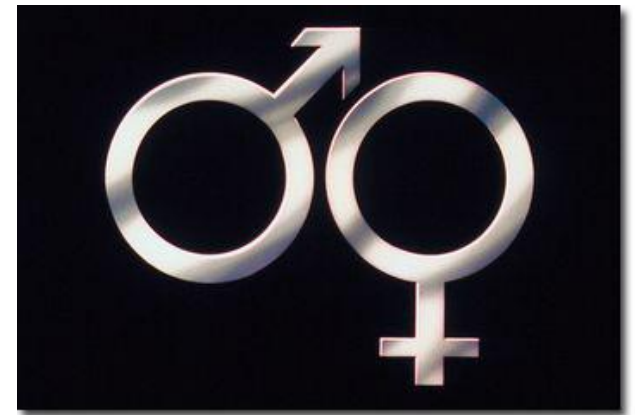
Relationship-Based	Rule-Based
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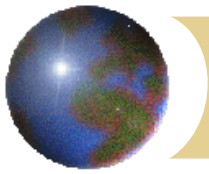
*Hofstede's categories



Masculine/feminine

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





Masculine/feminine

✦ Attitude toward **masculine values**.

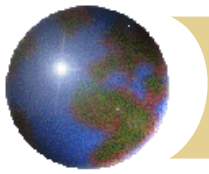
- ✦ *Masculine*: Men are expected to be **tough**.
- ✦ *Feminine*: Men & women more **similar**.



✦ Attitude toward **competition**.

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





Masculine values

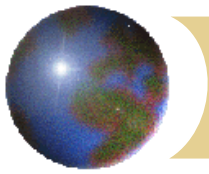
Masculine

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>



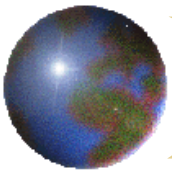
Case study

✦ Scandinavia

✦ Feminine culture

- Men and women very **similar**
- Emphasis on **cooperation.**
- Negotiation is **not** a poker game... show all your cards.



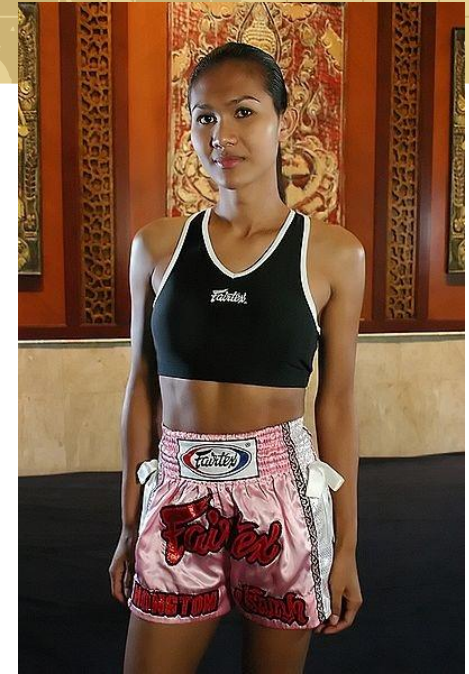


Case study

✦ Thailand

✦ Feminine culture?

- Transgender and “3rd gender” individuals accepted
- Velvet coups d’état.
- In negotiation, show all your cards.



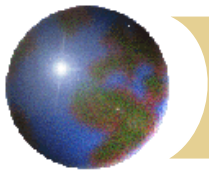
Nong Tum, well-known kathoey



Thai soldier during 2006 military coup



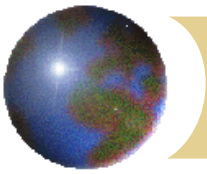
But... military crackdown on protestors in Bangkok, May 2010



Cultural Classification

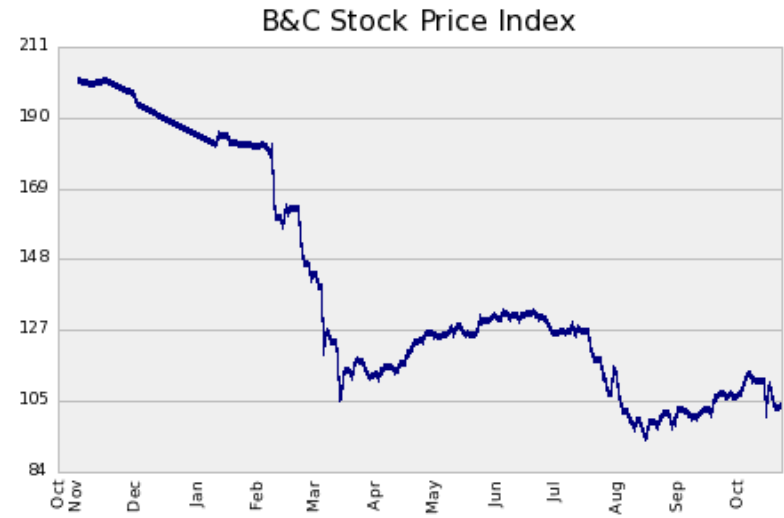
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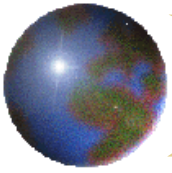
*Hofstede's categories



Uncertainty

- Attitudes toward unpredictability in life...

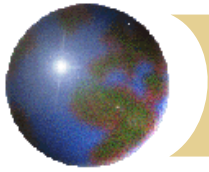




Uncertainty

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

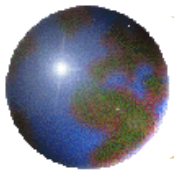




Uncertainty

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

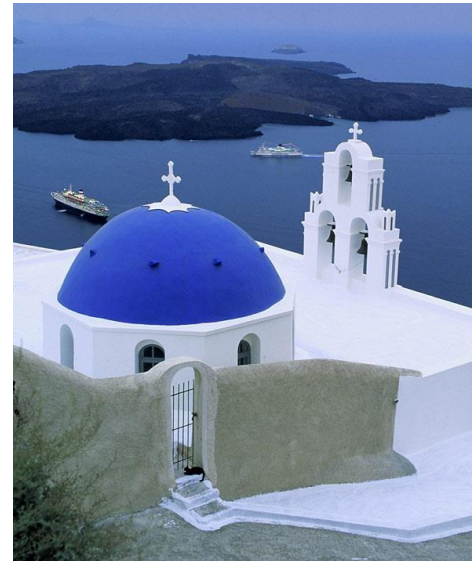


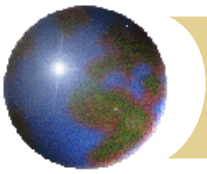


Uncertainty

✿ Some uncertainty avoiding cultures:

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



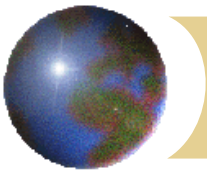


Uncertainty

✿ Some uncertainty tolerant cultures:

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





Uncertainty

⊕ Case study: United Kingdom

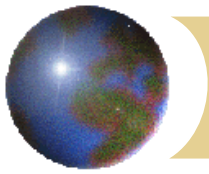
⊕ Masculine culture

- Militaristic
- Stiff upper lip
- Competitive

⊕ Uncertainty tolerant culture

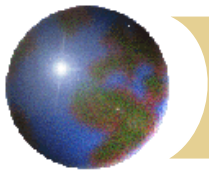
- Love to travel, resettle anywhere.
- Former British colonies tend to be more livable than most, because the British lived there themselves.
- Former colonies include U.S., Australia, New Zealand, Canada, Hong Kong, Kenya, Zimbabwe.





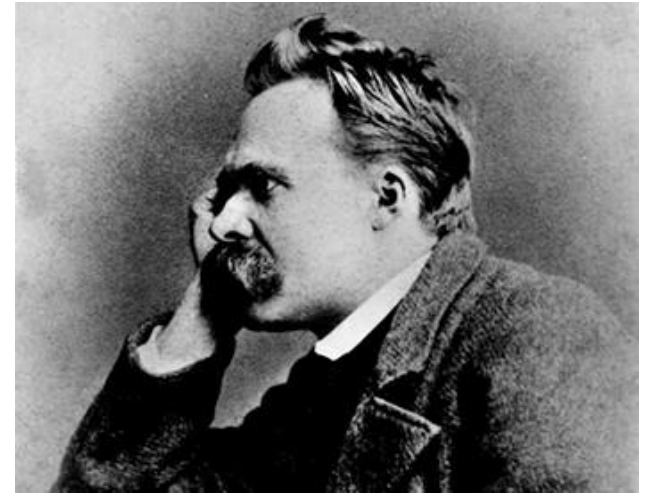
Cultural Classification

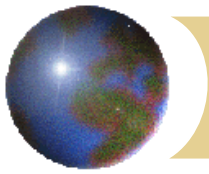
Relationship-Based	Rule-Based
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Collectivist*	Individualist*
Masculine*	Feminine*
Uncertainty tolerant*	Uncertainty avoiding*
Dionysian	Apollonian



Dionysian/Apollonian

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

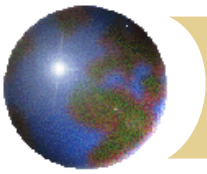




Dionysian/Apollonian

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





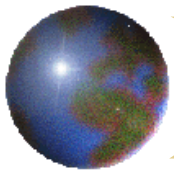
Dionysian/Apollonian



Funeral, Norway
Apollonian



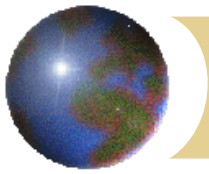
Funeral, Palestine
Dionysian



Conclusion

- ✿ Cross-cultural understanding is as vital as ever!

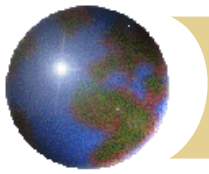




Questions?

Comments?

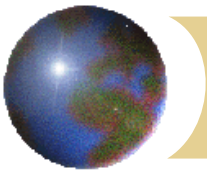




Hofstede's Classification

- ✦ 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.

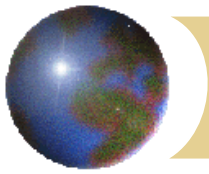




Hofstede's Classification

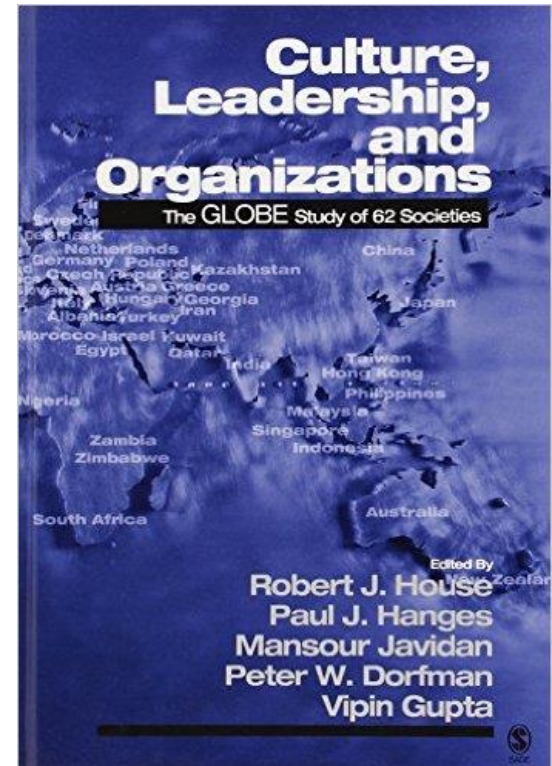
- ✦ The best known classification.
 - ✦ From Geert Hofstede, *Cultures and Organizations: Software of the Mind* (3rd ed. 2010).
 - Based on a worldwide survey of employees of IBM subsidiaries in 50 countries.
 - ✦ Often covered in executive workshops.
 - See as legitimate in the West due to its basis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

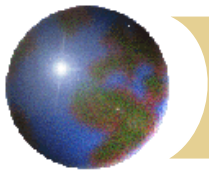




Hofstede's Classification

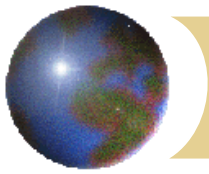
- ❏ More recent surveys in *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*.
 - These are summarized here, in case you are curious.
 - Hofstede's original classification seems more useful.





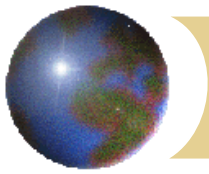
Power
Distance
(Hofstede)

<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		



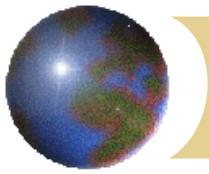
Collectivism (Hofstede)

<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	



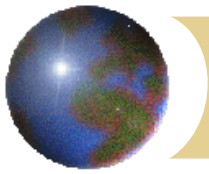
Masculine/
feminine
(Hofstede)

<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



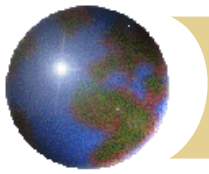
Uncertainty
avoidance
(Hofstede)

<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



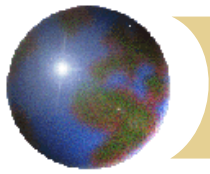
Power
Distance
(GLOBE)

<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	



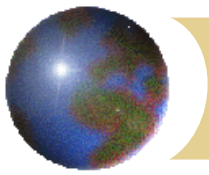
In-group
Collectivism
(GLOBE)

<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 Venezuela Argentina Bolivia El Salvador Costa Rica Brazil	Egypt Russia Zimbabwe Nigeria	Poland Portugal Spain Slovenia Greece Hungary Italy	
Hong Kong		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



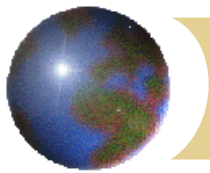
Male
domination
(GLOBE)

<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
Philippines Singapore	Argentina Bolivia Costa Rica Venezuela Mexico Colombia	Qatar S. Africa (black)	Greece	
		Kazakhstan Namibia Russia	France Portugal Albania	England Canada Sweden Denmark
			Slovenia Poland Hungary	



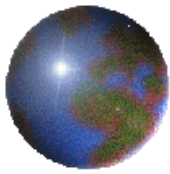
Assertiveness
(GLOBE)

<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	