

Hofstede's cultural dimensions - Understanding Different Countries

How you can use Hofstede's Six Dimensions of Culture to work effectively with people from a range of cultural and geographic backgrounds.

	Power Distance (PDI)	Individualism (IDV)	Masculinity (MAS)	Uncertainty Avoidance (UAI)	Long Term Orientation (LTO)	Indulgence (IVR)
Argentina	49	46	56	86	20	62
Brazil	69	38	49	76	44	59
Bulgaria	70	30	40	85	69	16
Canada	39	80	52	48	36	68
China	80	20	66	30	87	24
Colombia	67	13	64	80	13	83
Czech Republic	57	58	57	74	70	29
Egypt	70	25	45	80	7	4
France	68	71	43	86	63	48
Germany	35	67	66	65	83	40
Greece	60	35	57	100	45	50
India	77	48	56	40	51	26
Italy	50	76	70	75	61	30
Japan	54	46	95	92	88	42
Malaysia	100	26	50	36	41	57
Mexico	81	30	69	82	24	97
Philippines	94	32	64	44	27	42
Poland	68	60	64	93	38	29
Romania	90	30	42	90	52	20
Russia	93	39	36	95	81	20
Singapore	74	20	48	8	72	46
Sweden	31	71	5	29	53	78
Ukraine	92	25	27	95	55	18
United Kingdom	35	89	66	35	51	69
United States of America	40	91	62	46	26	68
Vietnam	70	20	40	30	57	35

- 1 According to the model, in a high PDI country, such as Malaysia (100), team members will not initiate any action, and they like to be guided and directed to complete a task. If a manager doesn't take charge, they may think that the task isn't important.
- 2 According to the model, in a low IDV country, such as Columbia (13), a marketing campaign that emphasizes benefits to the community would likely be understood and well received, as long as the people addressed feel part of the same group.
- 3 Japan has the highest MAS score of 95. Therefore, if you open an office in Japan, you should recognize you are operating in a hierarchical, deferential and traditionally patriarchal society. Long hours are the norm, and this, in turn, can make it harder for female team members to gain advancement, due to family commitments. By comparison, Sweden is a very feminine society, according to Hofstede's model. Here, people focus on managing through discussion, consensus, compromise, and negotiation.
- 4 Greece tops the UAI scale with 100, while Singapore scores the lowest with eight. Therefore, during a meeting in Greece, you might be keen to generate discussion, because you recognize that there's a cultural tendency for team members to make the safest, most conservative decisions, despite any emotional outbursts. Your aim is to encourage them to become more open to different ideas and approaches, but it may be helpful to provide a relatively limited, structured set of options or solutions.
- 5 The United States has a LTO score of 26. This is reflected in the importance of short-term gains and quick results (profit and loss statements are quarterly, for example). It is also reflected in strong normative positions politically and socially.
- 6 Countries with a high IVR score allow or encourage relatively free gratification of people's own drives and emotions, such as enjoying life and having fun. In a society with a low IVR score, there is more emphasis on suppressing gratification and more regulation of people's conduct and behavior, and there are stricter social norms.