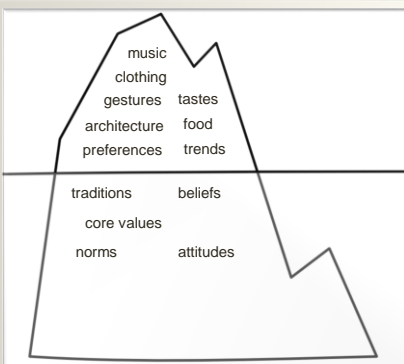


Intercultural experiences



What You See Is Not All You Get



We need to:

- appreciate visible differences
- be aware of invisible ones
- interpret these in *their* context

Cultural dimensions Hofstede

- **Geert Hofstede:**



- Dutch organizational psychologist
- examined IBM companies
- 53 different countries in the 1960s
- five dimensions of culture (later six)

Cultural dimensions Hofstede

Identity	collectivism ↔ individualism
	Focus on group rights?
	• Emphasis on group-oriented needs?
	OR
	• Focus on individual rights?
	• Emphasis on individual needs?

Cultural dimensions Hofstede

Hierarchy	large power distance ↔ small power difference <ul style="list-style-type: none"> • Value on equal distribution of power, equal rights OR <ul style="list-style-type: none"> • Acceptance of unequal distribution of power? • Punishment/reward on basis of performance? OR <ul style="list-style-type: none"> • Rewards and punishments determined by status, rank, age or seniority?
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Cultural dimensions Hofstede

Social gender	feminine ↔ masculine <ul style="list-style-type: none"> • Reinforcement of traditional male and female roles regarding achievement, control and power?
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Cultural dimensions Hofstede

Truth value	strong uncertainty avoidance ↔ weak uncertainty avoidance <ul style="list-style-type: none"> • Attitude to uncertain/unknown situations? • Promotion of risk taking? • Clear rules/laws on how to behave?
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Cultural dimensions Hofstede

Virtue	long-term orientation ↔ short-term orientation <ul style="list-style-type: none"> • Respect hierarchy • Practise long-term planning? • Focus on long-term outcomes? OR <ul style="list-style-type: none"> • Emphasis on personal survival • Practise short-term planning? • Focus on short-term outcomes?
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Cultural dimensions Hofstede

Indulgence	indulgent ↔ restraint = extent to which we control desires & impulses <ul style="list-style-type: none"> • greater sense of helplessness about personal destiny? OR <ul style="list-style-type: none"> • willingness to realize impulses and desires? • place more importance on having fun?
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Cultural dimensions Hall

- **E.T. Hall:** Identified three fundamental dimensions of living together:

space
time
communication



Cultural dimensions Hall

Space = the physical distance we allow ourselves, e.g. between business partners



Cultural dimensions Hall

- The dimension of time differentiates between:
 - **Monochronic:**
 - time tightly controlled and measured
 - punctuality = virtue
 - careful planning and scheduling common.
 - tend to be low-context cultures

Cultural dimensions Hall

- **Polychronic:**
 - time regarded more flexibly
 - meetings may not start on time
 - less concern for getting things done according to schedule.
 - tend to be high-context

Cultural dimensions Hall

- The dimension of communication is defined in terms of high-context vs. low-context

- High context:
 - contextual elements help people understand rules of society
 - meaning not always put into words
 - non-verbal clues as important *means*
 - those outside the culture do not understand these "unwritten rules"

Cultural dimensions Hall

- Low-context:
 - very little taken for granted
 - meaning made explicit and put into words *means*
 - more explanation needed
 - but less chance of misunderstanding, particularly for people from outside the culture

Cultural dimensions Hall

	Low-context cultures	High-context cultures
Focus of negotiations	Problem solving Deadlines are important	Relationship building Time is flexible
Communication style	Direct, verbal, few non-verbal signals	Indirect, dislike conflict, avoid saying no
Business organization	Individuals more important than group	Group harmony more important than individuals

