

### (PDI)

The extent to which the less powerful members of society accept that power is distributed unequally.

#### Low

- Low dependence needs
- Inequality minimized
- Hierarchy for convenience
- Superiors accessible
- All have equal rights
- Change by evolution

#### High

- High dependence needs
  - Inequality accepted
  - Hierarchy needed
  - Superiors often inaccessible
  - Power-holders have privileges
  - Change by revolution
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### Individualism (IDV)

*Individualism: People look after themselves and their immediate family only.*

*Collectivism: People belong to in-groups (families, clans or organisations) who look after them in exchange for loyalty.*

#### Collectivistic

- "We" conscious
- Relationships over tasks
- Fulfil obligations to group
- Loss of "face", shame

#### Individualistic

- "I" conscious
  - Private opinions
  - Fulfill obligations to self
  - Loss of self-respect, guilt
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### Masculinity (MAS)

*Femininity: The dominant values in society are caring for others and quality of life.*

*Masculinity: The dominant values in society are achievement and success*

#### Feminine

- Quality of life - serving others
- Striving for consensus
- Work in order to live
- Small and slow are beautiful
- Sympathy for the unfortunate
- Intuition

#### Masculine

- Ambitious and need to excel
  - Tendency to polarize
  - Live in order to work
  - Big and fast are beautiful
  - Admiration for the achiever
  - Decisiveness
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### Uncertainty Avoidance (UAI)

The extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations.

#### Low

- Relaxed, lower stress
- Hard work not a virtue per se
- Emotions not shown
- Conflict and competition seen as fair play
- Acceptance of dissent
- Flexibility
- There should be few rules

#### High

- Anxiety, higher stress
  - Inner urge to work hard
  - Showing emotions accepted
  - Conflict is threatening
  - Need for agreement
  - Need to avoid failure
  - Need for law and rules
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### Long Term Orientation (LTO)

The extent to which a society exhibits a pragmatic future-oriented perspective rather than a conventional historic or short term point of view.

#### Short term

- Absolute truth
- Conventional/Traditional
- Short term orientation
- Concern for stability
- Quick results expected
- Spending for today

#### Long term

- Many truths (time, context)
- Pragmatic
- Long term orientation
- Acceptance of change
- Perseverance
- Thrift for investment



Please print your results and take these with you to the course

	<b>PDI</b>	<b>IDV</b>	<b>MAS</b>	<b>UAI</b>	<b>LTO</b>	<b>DELTA</b>
<b>Your Score</b>	30	85	65	60	55	0
United Kingdom	35	89	66	35	25	8
Australia	36	90	61	51	31	6
Switzerland	34	68	70	58	40	7
Germany	35	67	66	65	31	7
United States	40	91	62	46	29	8
New Zealand	22	79	58	49	30	8
United Kingdom	35	89	66	35	25	8
Canada	39	80	52	48	23	9
Ireland	28	70	68	35	43	11
Italy	50	76	70	75	34	12
South Africa	49	65	63	49		13
Hungary	46	80	88	82	50	16
Finland	33	63	26	59	41	16
The Netherlands	38	80	14	53	44	17
Austria	11	55	79	70	31	18
Czech Republic	57	58	57	74		19
Norway	31	69	8	50	44	21
Israel	13	54	47	81		21
Belgium	65	75	54	94		22
Argentina	49	46	56	86		23

Iran	58	41	43	59		23
Poland	68	60	64	93	32	24
France	68	71	43	86	39	25
Sweden	31	71	5	29	20	26
Jamaica	45	39	68	13		27
Spain	57	51	42	86	19	27
Denmark	18	74	16	23		27
India	77	48	56	40	61	28
Brazil	69	38	49	76	65	29
Arab World	80	38	52	68		29
Pakistan	55	14	50	70	0	30
Taiwan	58	17	45	69	87	31
East Africa	64	27	41	52	25	31
Japan	54	46	95	92	80	31
Turkey	66	37	45	85		32
Colombia	67	13	64	80		32
Mexico	81	30	69	82		33
Thailand	64	20	34	64	56	33
Philippines	94	32	64	44	19	33
Ecuador	78	8	63	67		33
Hong Kong	68	25	57	29	96	34
China	80	20	66	40	118	34
West Africa	77	20	46	54	16	34
Egypt	70	25	45	80		35

Greece	60	35	57	112		35
Costa Rica	35	15	21	86		36
Uruguay	61	36	38	100		36
Indonesia	78	14	46	48		37
South Korea	60	18	39	85	75	37
Venezuela	81	12	73	76		37
Peru	64	16	42	87		38
Surinam	85	47	37	92		38
Chile	63	23	28	86		39
Bhutan	94	52	32	28		40
El Salvador	66	19	40	94		40
Sri Lanka	80	35	10	45	45	42
Serbia	86	25	43	92		42
Portugal	63	27	31	104	30	42
Slovenia	71	27	19	88		43
Malaysia	104	26	50	36		43
Russia	93	39	36	95		43
Singapore	74	20	48	8	48	44
Panama	95	11	44	86		46
Guatemala	95	6	37	101		53