

Intercultural management

Hofstede's cultural dimensions theory

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Introduction



Cultures around the world are getting more and more interconnected

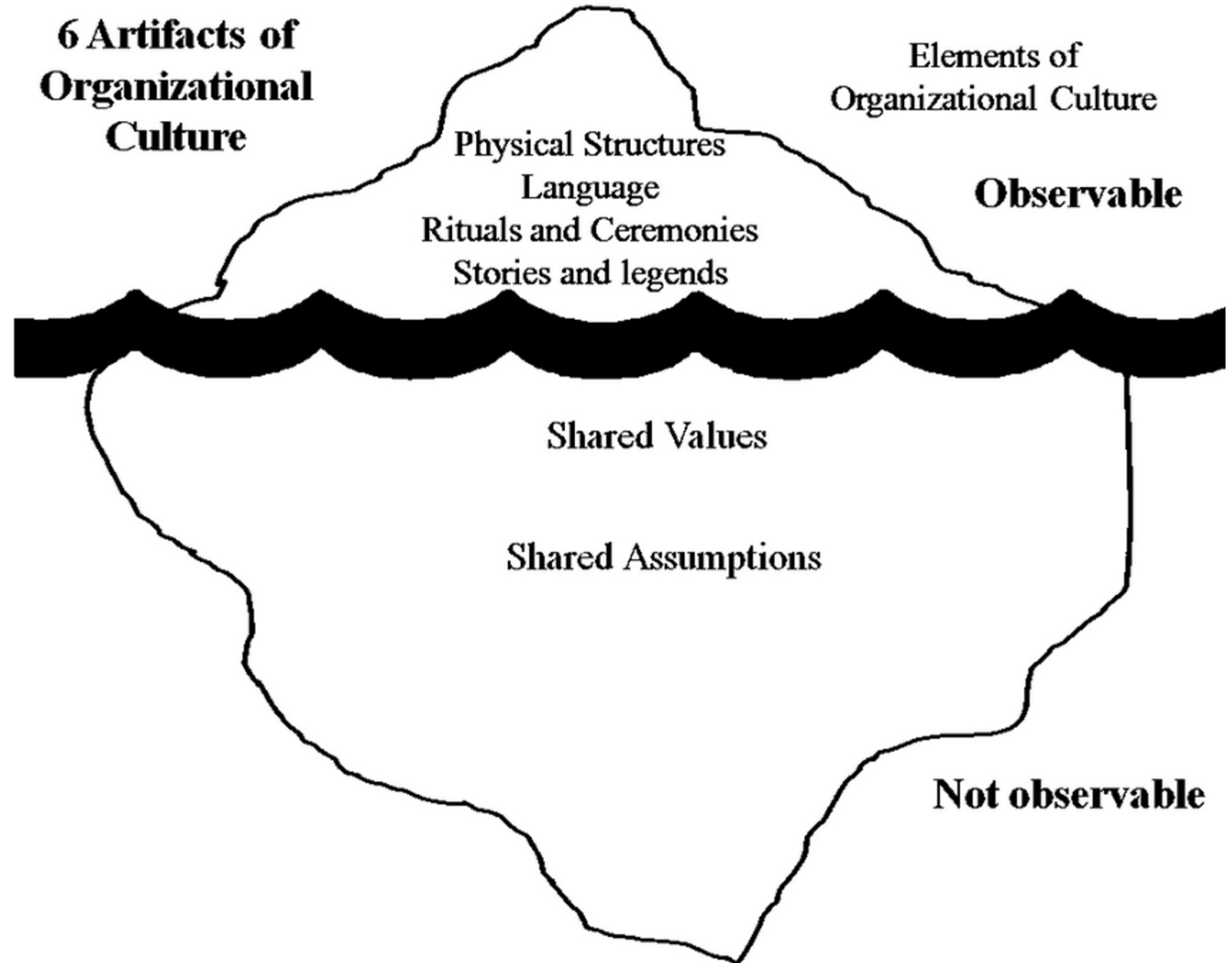
We should be able to work with a large variety of people
from different countries and cultural backgrounds

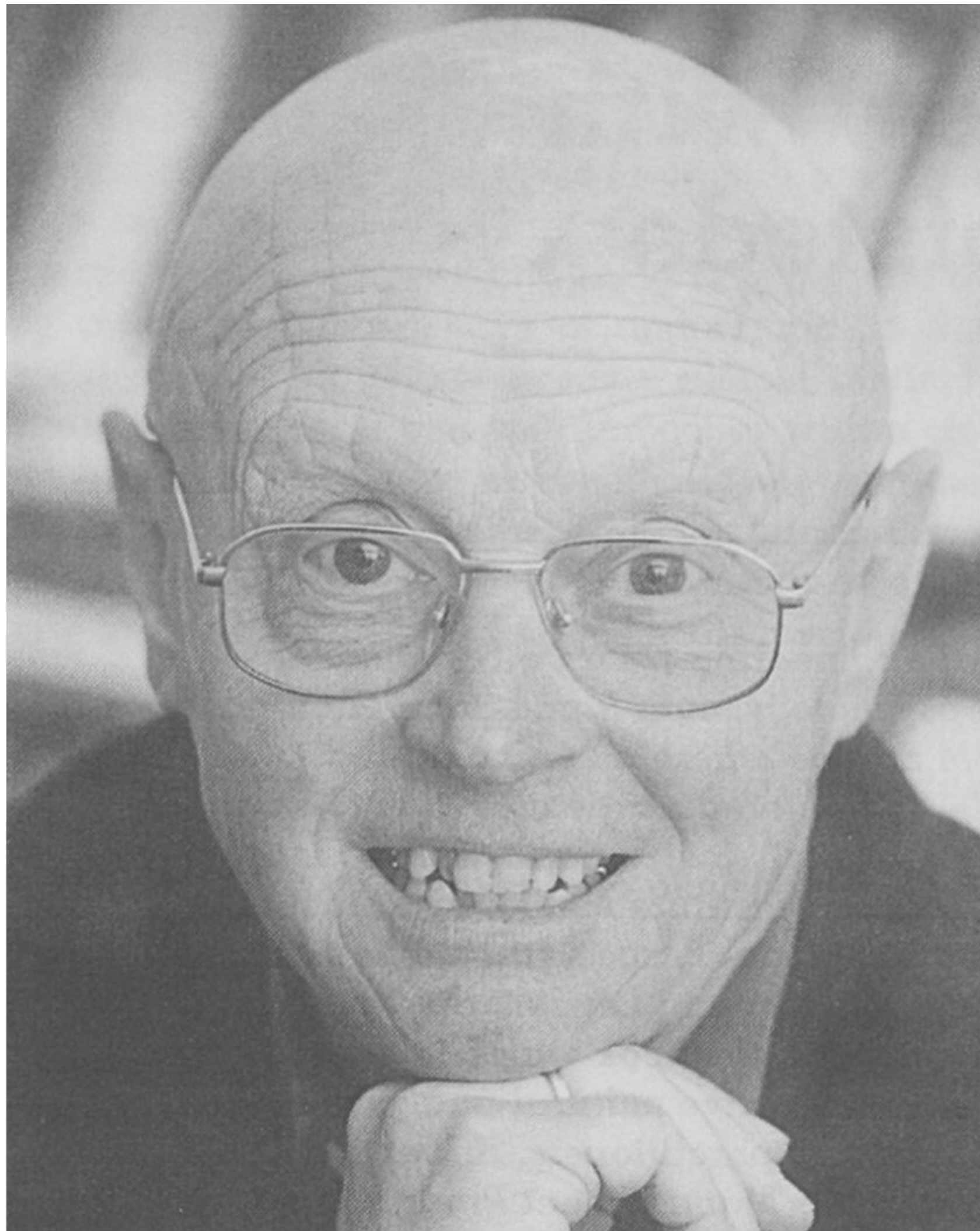
CULTURE

INTERCULTURALITY

INTERCULTURAL
MANAGEMENT

Edward.T Hall's





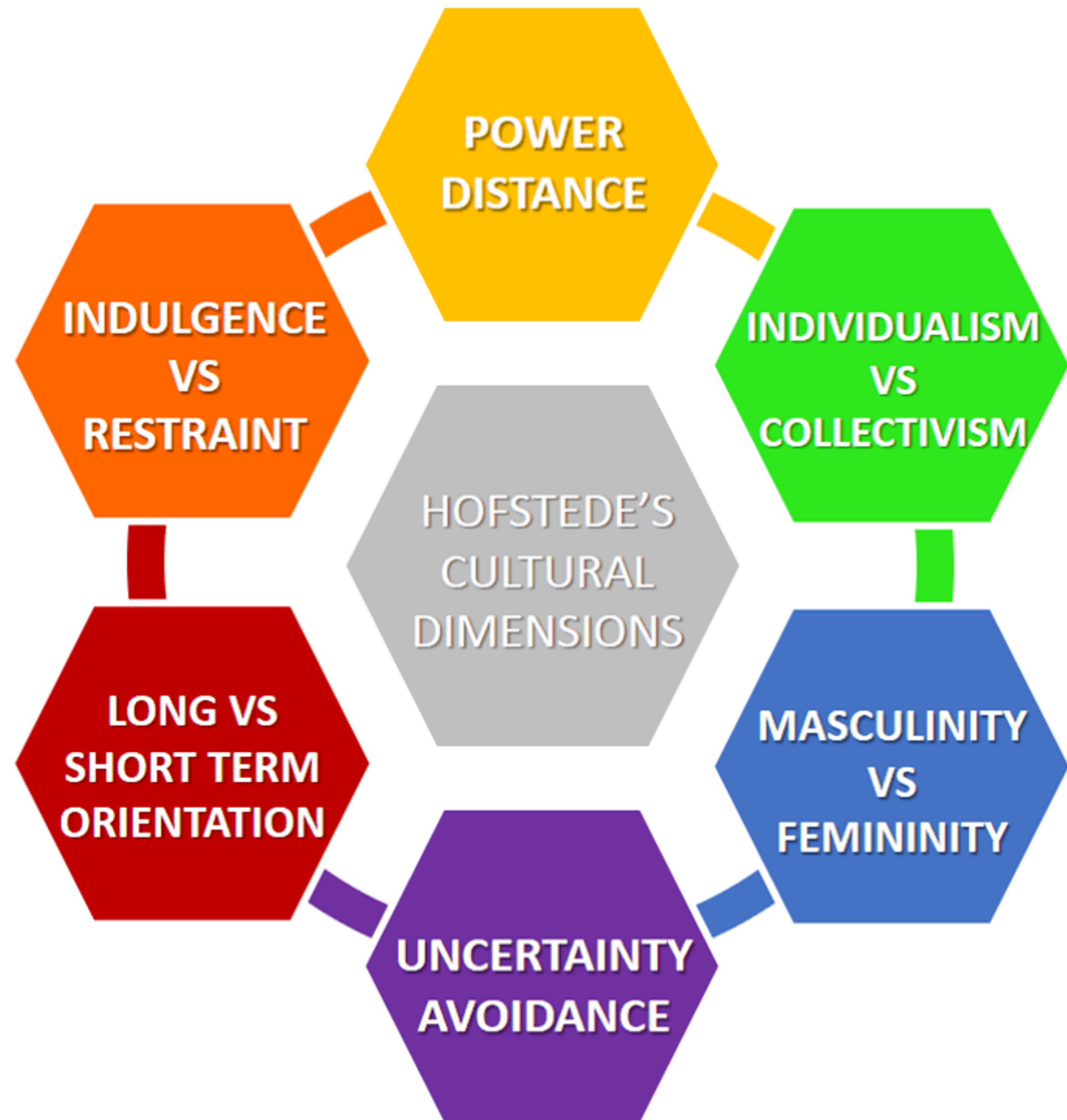
Gerard Hendrik Hofstede

Social psychologist

Pioneering research on cross-cultural groups
and organizations

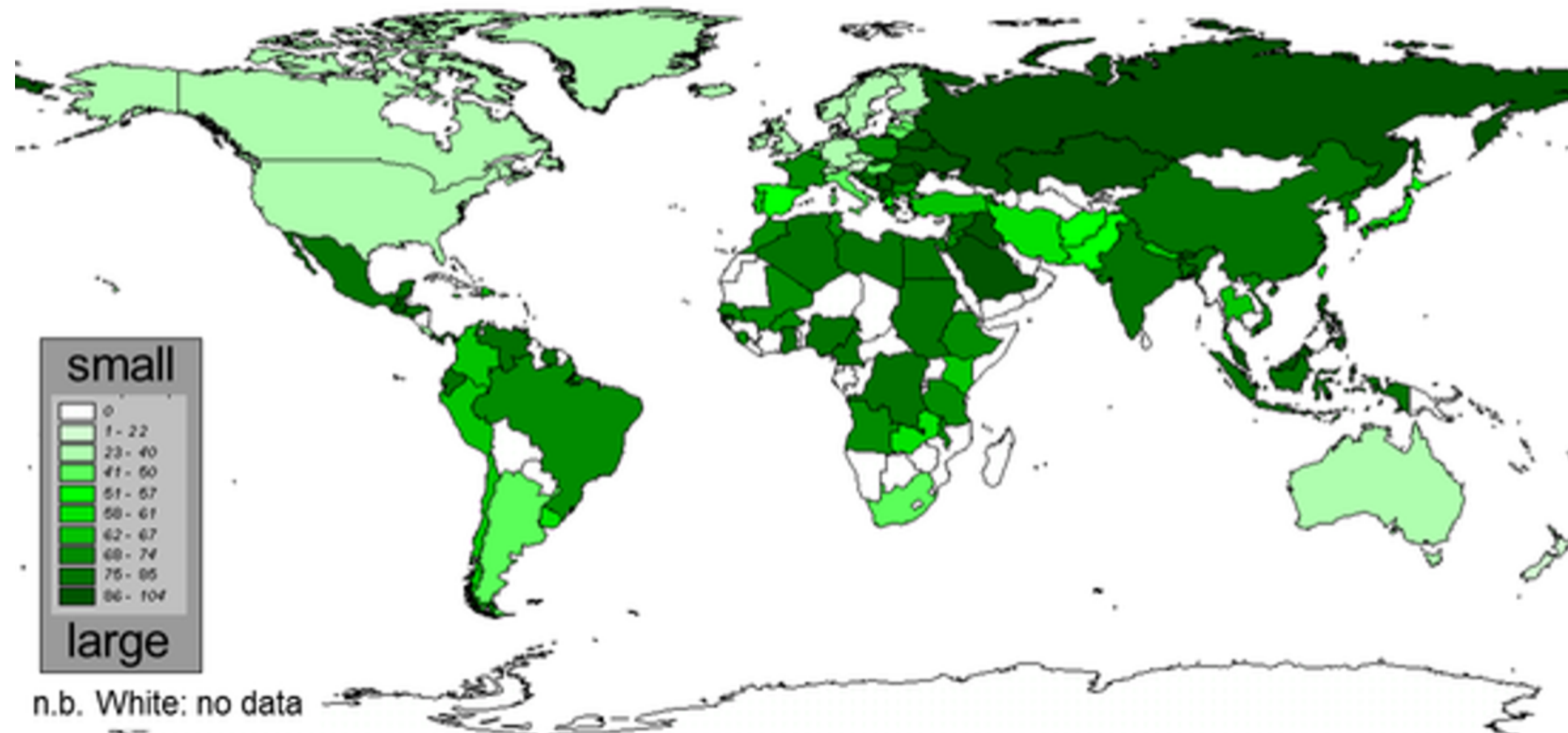
He published his cultural dimensions model
at the end of the 1970s

Hofstede's cultural dimensions



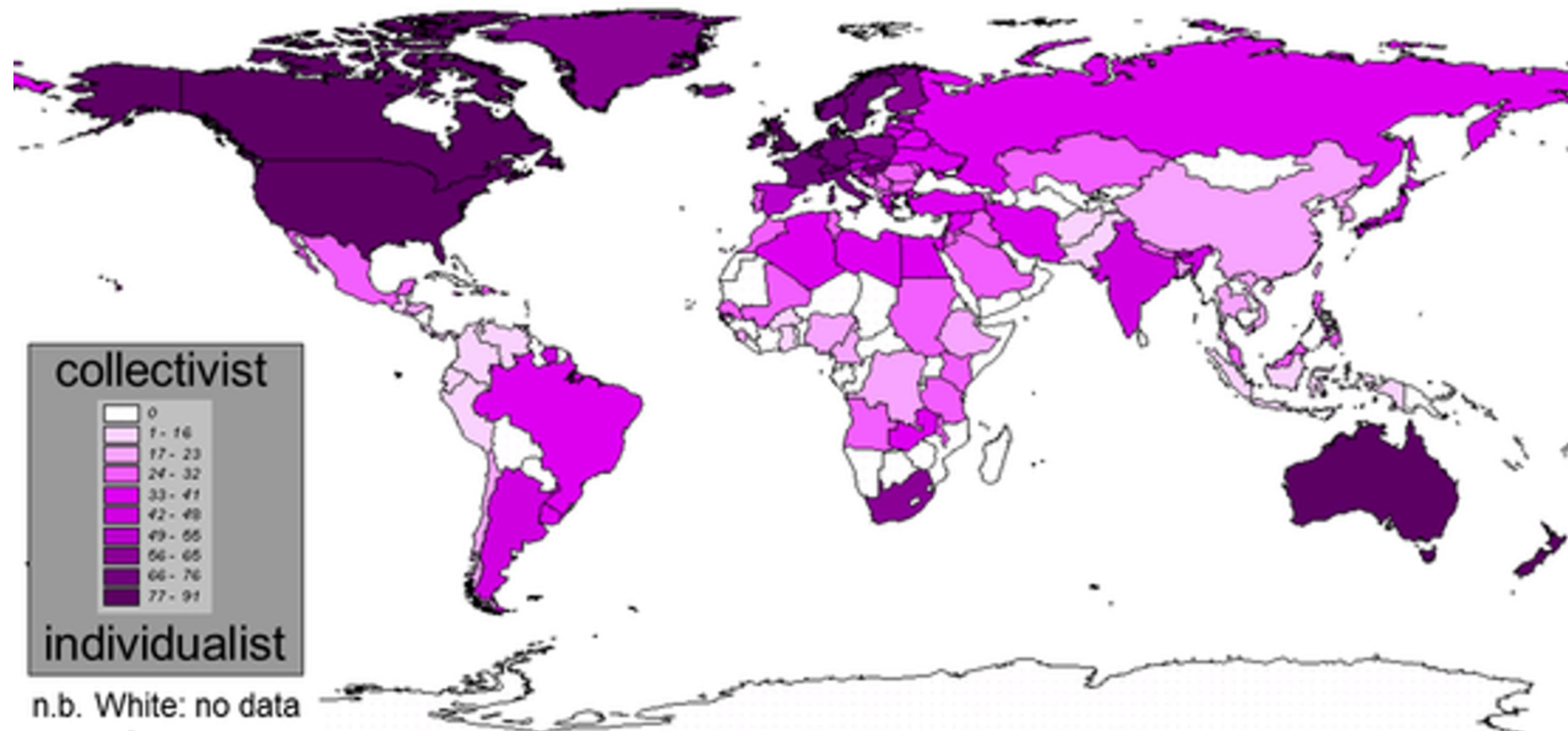
POWER DISTANCE

The degree of inequality that exists
and is accepted between people with and without power



INDIVIDUALISM VERSUS COLLECTIVISM

About the relative importance of individual versus group interests.



MASCULINITY VERSUS FEMININITY

About what values are considered more important in a society

A High masculinity

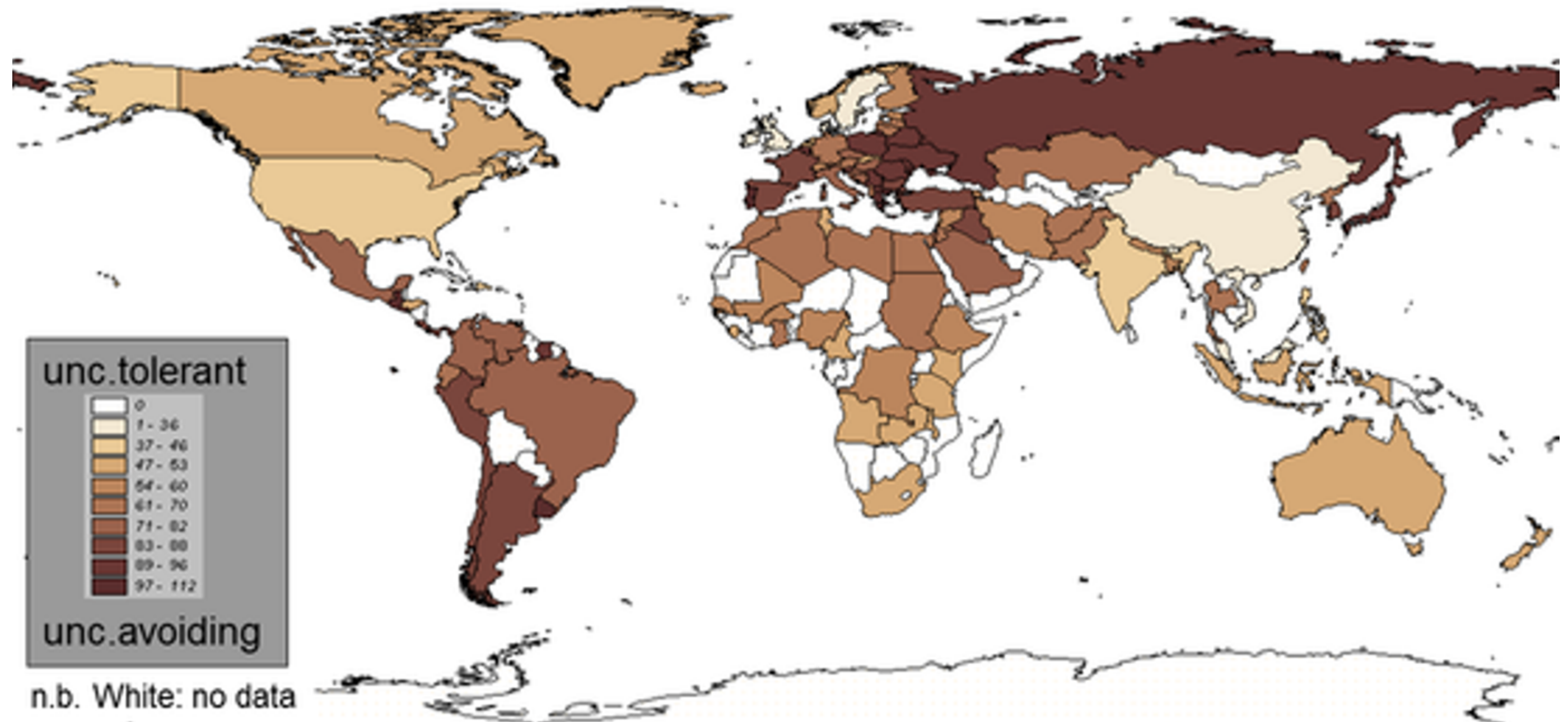
B Low masculinity

1. People are motivated by precise targets, and by being able to show that they achieved them either as a group or as individuals.
2. Relationship oriented/consensual
3. Money and achievement are important
4. Strong egos-feelings of pride and importance are attributed to status
5. More focus on quality of life
6. Success is more likely to be achieved through negotiation, collaboration and input from all levels

3.

UNCERTAINTY AVOIDANCE

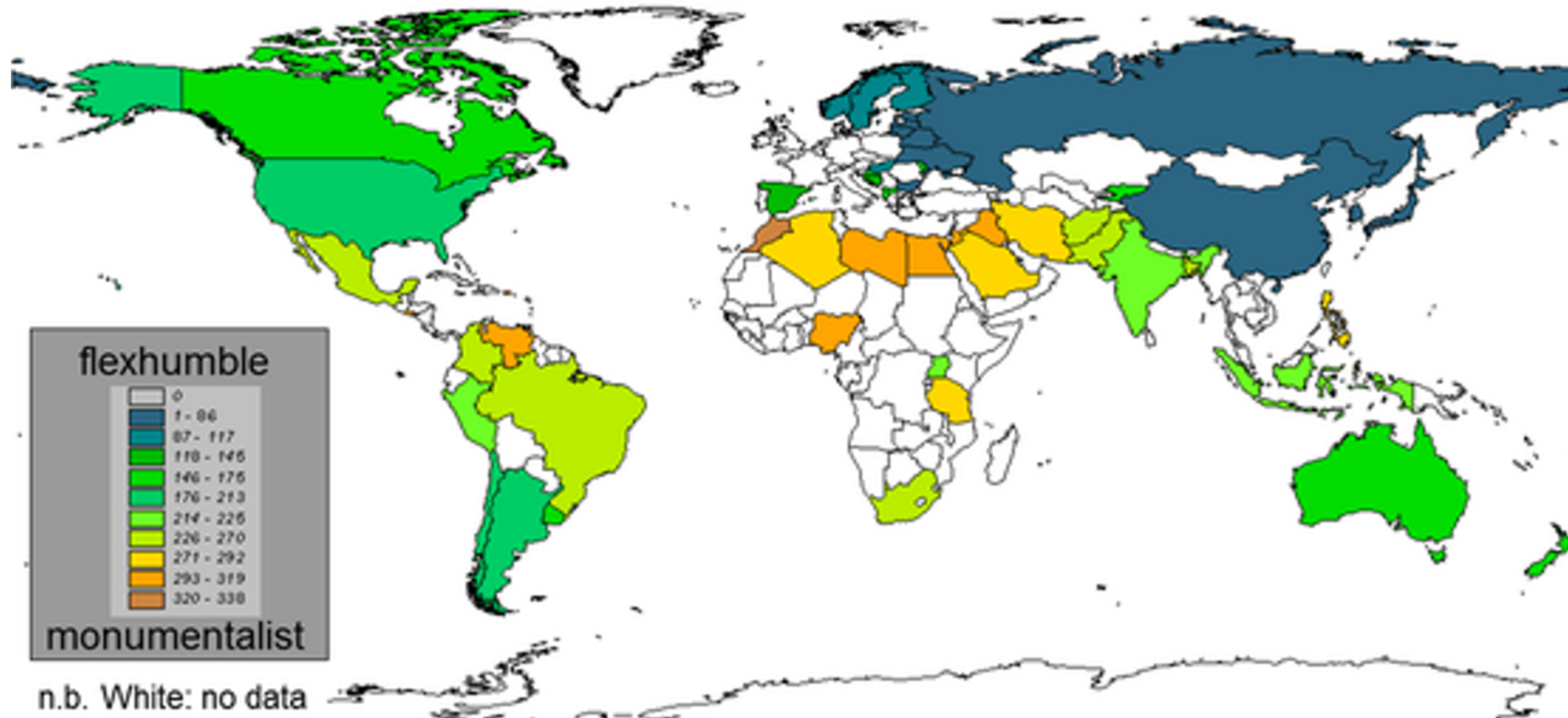
Expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity



TIME ORIENTATION

Long-term orientation shows focus on the future and involves delaying short-term success

Short-term orientation shows focus on the near future



INDULGENCE

In an indulgent culture it is good to be free...

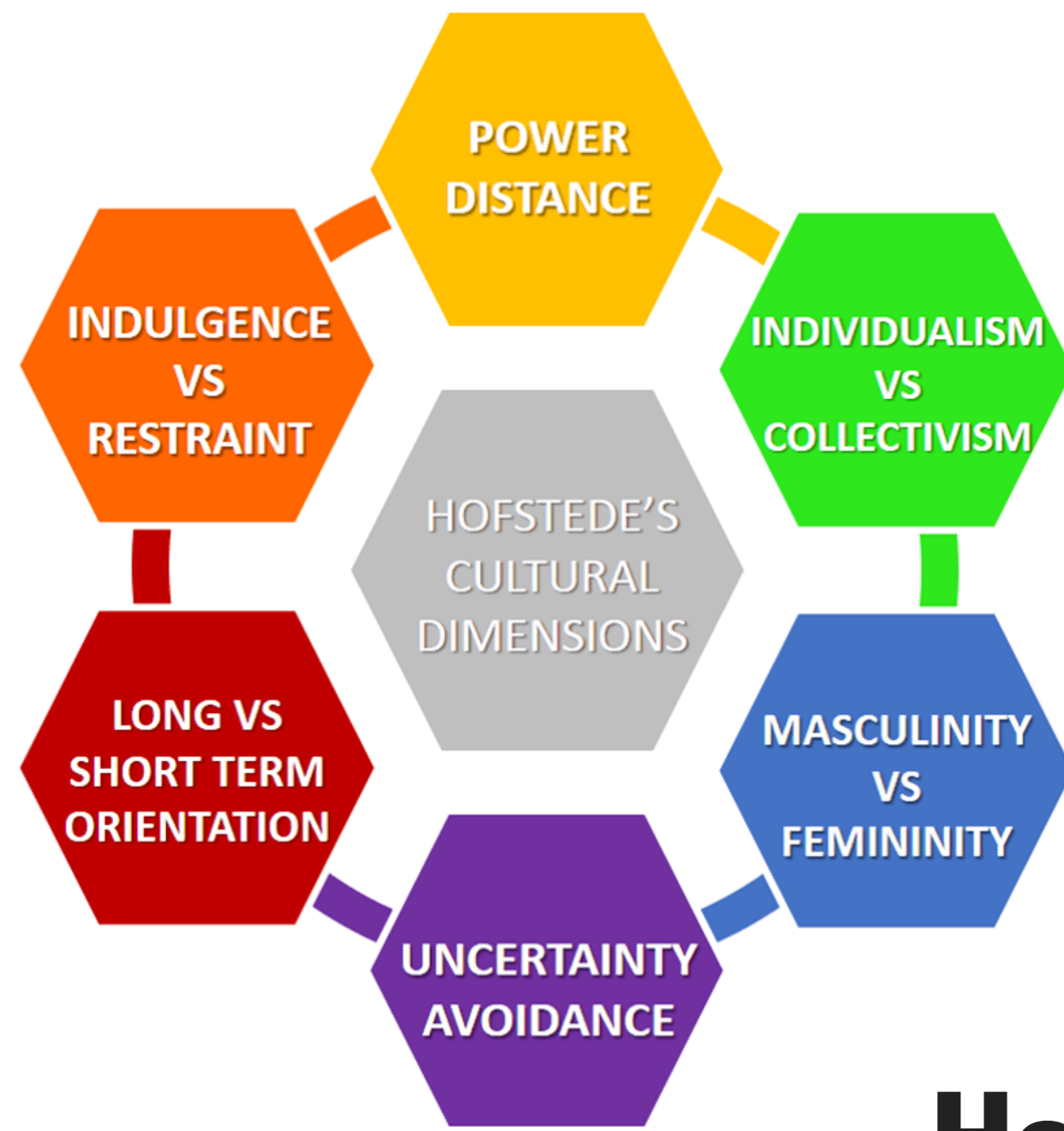
In a restrained culture, the feeling is that life is hard...

A High Indulgence

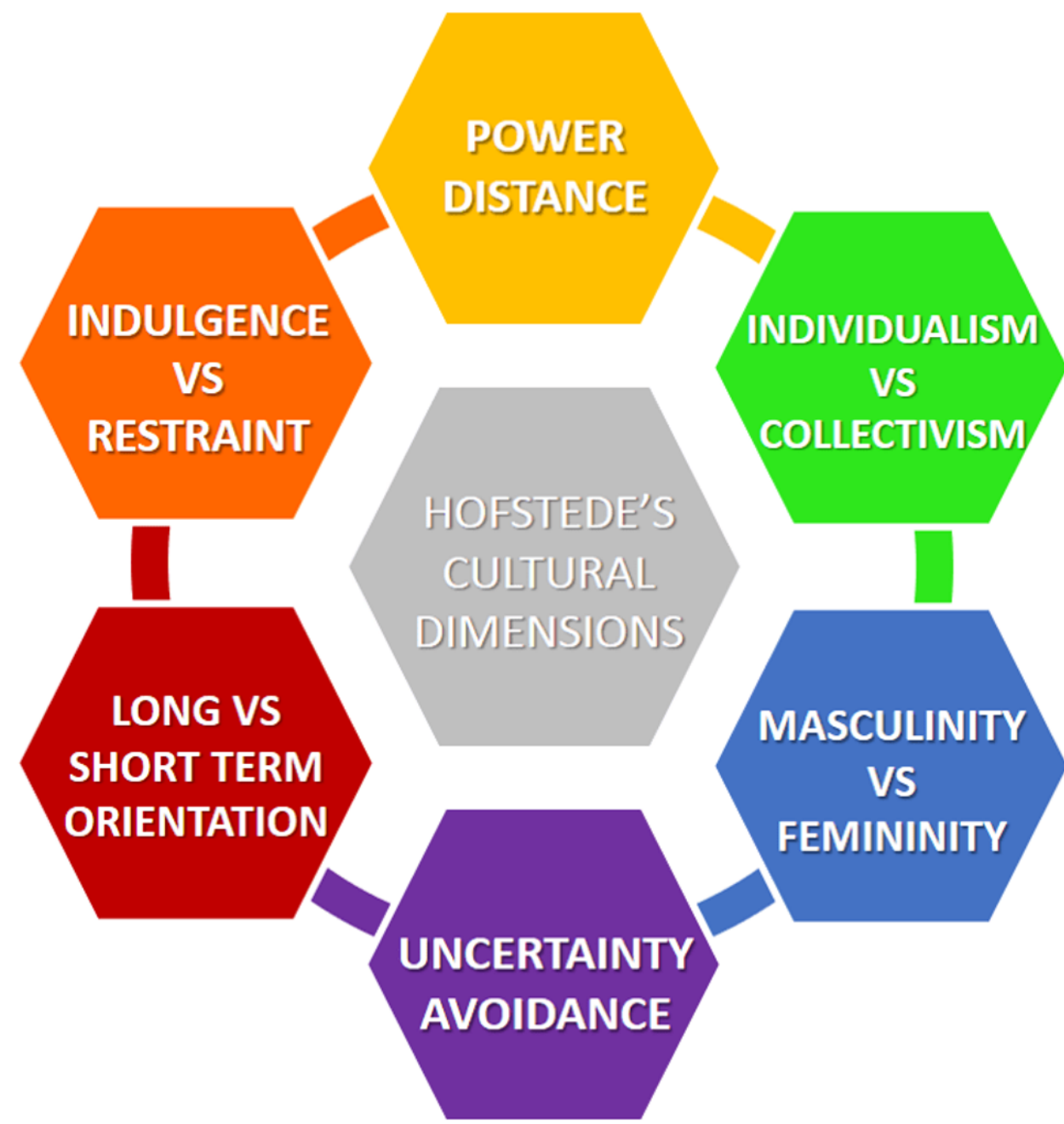
B High Restraint

1. More controlled and rigid behavior
2. Only express negativity about the world during informal meetings
3. Focus on personal happiness
4. Emphasize flexible working and work-life balance
5. Importance of freedom of speech.
6. Encourage debate and dialogue in meetings or decision making.





**How much inequality should there be
among us ?**



How afraid are we of unknown people and ideas ?



**How dependent are we on our (extended)
family ?**



**How should a man feel and behave,
how a woman ?**



Do we focus on the future, the present or the past ?



May we have fun or is life a serious matter ?

Sources

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