Culture: a wall, or a curtain?

Gert Jan Hofstede
Culture as a Driver to Succeed in Global Management and Leadership

Maslow and culture

- Singapore
- China
- Great Britain
- India
- United States
- Switzerland Fr
- Germany
- Austria
- Switzerland Ge
- Japan
- United States
- France
- Germany
- Sweden
- Netherlands
- Kenya
- Nigeria
- Luxembourg
- Brazil
- Morocco
- Czech Rep.
- Italy
- Colombia
- Mexico
- Venezuela
- Brazil
- Mexico
- Colombia
- Venezuela
- Nigeria
- Czeck Rep.
- Romania
- France
- Spain
- Russia
- Vlaanderen
- Wallonie
- Poland
- Greece
- Masculinity
- Feminine
- Novelty
- Achievement
- Esteem
- Safety
- Belonging
- Uncertainty avoidance
- Weak
- Strong
Culture as a Driver to Succeed in Global Management and Leadership

Stella Artois. About as sophisticated as a beer can get.

BRANDY

TU SABES...

LLEGARAS A 103.
Culture as a Driver to Succeed in Global Management and Leadership

Life outlook

Indulgent: Venezuela, Colombia, Mexico, United States, Argentina

Indulgence: Nigeria, S-Africa

Hardship now: Iran, Portugal, Poland, Iran

Short: Iraq

Freedom now: S-Africa, Denmark, Great Britain, Brazil, Greece


Long-term orientation (WVS): China, Japan, Germany, Great Britain

Work is fun: Japan, Germany, Nederland

Work hard: Iran, Portugal, Poland, Iran

Restrained: S Korea, India, Brazil, Nederland

Long: Colombia, Mexico, United States, Argentina

Brazil, Nederland, Japan, Taiwan, Nederland, Russia, Nederland, Nederland

S-Korea, India, Brazil, Nederland, Japan, Taiwan, Nederland, Russia, Nederland

Nederland, Japan, Taiwan, Nederland, Russia, Nederland, Nederland

Argentina

France, Singapore

China

Great Britain

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Taylor

S-Korea

China

Great Britain

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil

Nederland

Japan

Germany

Nederland

Russia

S-Korea

India

Brazil
The Great Wall of China
Hadrian’s Wall
Royal bed at Paleis ’t Loo

#theculturefactor // 東京 Tokyo, Japan // 5月 May 2016
Synthetic cultures

For each dimension:

• Seven golden rules
  • 1.
  • ....
• Non-verbals
  • ...
• Positive words
  • ...

#theculturefactor // 東京  Tokyo, Japan // 5月 May 2016
Rocket simulation game
Anxiety

#theculturefactor // 東京  Tokyo, Japan // 5月 May 2016
## Culture and personality

<table>
<thead>
<tr>
<th>Trait</th>
<th>Individualism</th>
<th>Power distance</th>
<th>Masculinity</th>
<th>Uncertainty avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>+++</td>
<td>- -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>+ +</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Openness</td>
<td>-</td>
<td>+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreeableness</td>
<td>-</td>
<td>- -</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>++</td>
<td>++</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+ = p<.05, ++ = p<.01, +++ p<.005; N=33 countries.

Practical advice 1: Study
Practical advice 2: Engage
Practical advice 3: Ask
What you may discover

Hasekura Rokuemon Tsunenaga
(支倉六右衛門常長), 1571–1622

Samurai, led diplomatic missions to Mexico and Europe.
Conclusion

Plan to Reward cross-cultural initiative

Turn walls into curtains

Berlin wall, by Erdal Inci
Thank you