**Global Dimensions of Culture**

The first framework was created by Geert Hofstede (2001), a Dutch researcher, who studied data received from 116,000 surveys taken from IBM employees in 40 different countries around the world.  He selected one company to study (IBM) in order to remove company culture issues from his study.

In his early work, four dimensions of behavior were identified that helped explain differences and similarities in culture. More recently, two new dimensions have been added.

**Uncertainty Avoidance (UA)**

Measures a society’s tolerance for ambiguity.

* High-scoring countries in this dimension are tightly regulated with laws and norms that reduce ambiguity.
* Low-scoring countries are more accepting of change, have fewer rules and take more risks.

**Masculinity vs. Femininity (MAS)**

Measures the degree to which a culture stresses characteristics that are often associated with masculinity, such as assertiveness, dominance, and independence.

* High-scoring countries in this dimension have a clear separation between the sexes, where men are expected to lead and women are expected to follow.  Climbing the corporate ladder and putting forth a strong face are the drivers of motivation in this trait.
* Low-scoring countries are said to have a feminine tendency.  These cultures believe in equality of the sexes and believe that quality of life is more important than tangible accomplishments.

**Individualism vs. Collectivism (IND)**

Defines the extent to which a society is based on satisfying the needs of the individual versus satisfying needs of the group.

* High-scoring countries define success on individual achievement, and people are most productive when working alone.
* Low-scoring, or collectivistic, societies value the satisfaction and welfare of the group. Loyalty and sacrifice for the group take precedence over needs of the individual.

[**Power Distance (PD)**](https://coursecms.csuglobal.edu/file/4e59677e-e2dc-4820-aab7-d213b77aeaa3/4/production/ORG300_5/org300_5.html#collapseFourM5P3a)

Describes the tolerance people have for an unequal distribution of power.

* High-scoring countries are more likely to have authoritarian leadership styles
* Low-scoring countries have flatter hierarchical structures and practice participative leadership styles.

**Long-term vs. Short-term Orientation (LTO)**

Measures a society’s feeling toward maintaining traditions and traditional values

* High-scoring countries value thriftiness, respect tradition, and are future-thinking.
* Low-scoring countries value the here and now, and are accepting of change.

Note:  This dimension was added in 1991 by researcher Michael Bond and applies to 23 countries. It is also called Confucian Dynamism.

**Indulgence vs. Restraint (IND)**

Describes a society’s control of their own lives and emotions. An indulgent society believes that the individual is in control of their lives and emotions; a restrained society believes that other factors dictate their lives and emotions.

* High-scoring countries value instant gratification, related to enjoying life and having fun.
* Low-scoring countries value restraint and have strict social norms in place to prevent self-gratification.

Note:  This dimension was added in 2010 by researcher Michael Minkov, and was extended to 93 countries.