**Seven Dimensions of Culture**

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| 1. **Universalism versus Particularism** | |
| Rules:   * People place a high importance on laws, rules, values, and obligations * They try to deal fairly with people based on these rules, but rules come before relationships | Relationships:   * People believe that each circumstance, and each relationship, dictate the rules that they live by. * Their response to a situation may change, based on what’s happening in the moment, and who’s involved. |
| From the list below, choose the countries you think are:   1. Universalist 2. Particularist   Australia, Canada, China, Germany, Latin America, Netherlands, Russia, Scandinavia, New Zealand, Switzerland, U.K., U.S. | |
| 1. **Individualism versus Communitarianism** | |
| The Individual:   * People believe in personal freedom and achievement * They believe that you make your own decisions, and that you must take care of yourself | The Group:   * People believe that the group is more important than the individual * The group provides help and safety, in exchange for loyalty * The group always comes before the individual |
| 1. Which of the following countries emphasize the individual? 2. The group?   Africa, Australia, Canada, Japan, Latin America, New Zealand, Scandinavia, Switzerland, U.K., U.S. | |
| 1. **Specific versus Diffuse** | |
| Lower levels of involvement:   * People keep work and personal lives separate * As a result, they believe that relationships don’t have much impact on work objectives and, although good relationships are important, they believe that people can work together without having a good relationship | Higher levels of involvement:   * People see an overlap between their work and personal life * They believe that good relationships are vital to meeting business objectives, and that their relationships with others will be the same, whether they are at work or meeting socially * People spend time outside work hours with colleagues and clients |
| 1. Which countries emphasize relationship? 2. Which emphasize task?   Argentina, China, Germany, India, Netherlands, Russia, Scandinavia, Spain, Switzerland, U.K., U.S. | |
| 1. **Neutral versus Emotional** | |
| Neutral:   * People make a great effort to control their emotions * Reason influences their actions far more than their feelings * People don’t reveal what they’re thinking or how they’re feeling | Emotional:   * People want to find ways to express their emotions, even spontaneously, at work * In these cultures, it’s welcome and accepted to show emotion |
| 1. Which of the following cultures express emotions? 2. Which cultures are neutral?   Finland, France, Germany, Italy, Latin America, Netherlands, Spain, Sweden, U.K. | |
| 1. **Achievement versus Ascription** | |
| Lower regard for status:   * People believe that you are what you do, and they base your worth accordingly * These cultures value performance, no matter who you are | Higher regard for status:   * People believe that you should be valued for who you are * Power, title, and position matter in these cultures, and these roles define behaviour |
| 1. Which of the following are typically achievement cultures? 2. Which are ascription cultures?   Australia, Canada, France, Italy, Japan, Saudi Arabia, Scandinavia, U.S. | |
| 1. **Sequential Time versus Synchronous Time** | |
| Sequential:   * People like events to happen in order * They place high value on punctuality, planning (and sticking to your plans), and staying on schedule * In these cultures, “time is money,” and people don’t appreciate it when their schedule is thrown off | Synchronous time:   * People see the past, present, and future as interwoven periods * They often work on several projects at once, and view plans and commitments as flexible |
| 1. Which of the following are sequential-time cultures? 2. Which are synchronous-time cultures?   Argentina, Germany, Japan, Mexico, U.K., U.S. | |
| 1. **Internal Directions versus Outer Direction** | |
| Internal:   * Also known as having an internal locus of control * People believe that they can control nature or their environment to achieve goals * This includes how they work with teams and within organizations | Outer:   * Also known as external locus of control * People believe that nature, or their environment, controls them * They must work with their environment to achieve goals * At work or in relationships, they focus their actions on others, and they avoid conflict where possible * People often need reassurance that they’re doing a good job |
| 1. Which of the following are internal-direction cultures? 2. Which are external-direction cultures?   Australia, China, Israel, New Zealand, Russia, Saudi Arabia, U.K., U.S. | |