9 Cultural Dimensions

In this part of the game the player has to categorize the different nine cultural dimensions as either potential problems or unproblematic issues in the given table.

First of all the nine cultural dimensions of the Globe study can be split-up into two groups:

1. **Dimensions which describe the <u>relationships</u> within a culture**
2. **Dimensions which describe the <u>goal-orientation</u> within a culture**

The nine cultural dimensions and a short description of each of them is given in the two tables below, starting with the dimensions which describe the relationships within a culture.

Cultural Dimension	Description
In-Group Collectivism	The fundamental question is: What is more important within a society or culture? The individual with his individual objectives, desires? Or the group, their desires, goals and harmony within the group? By this cultural dimension, cultures are differentiated between individualistic cultures and collectivistic ones. The degree of individualism/in-group collectivism has implications on the concepts of trust within these cultures. Cultures high on in-group collectivism and low on individualism tend to have lower levels of trust.
Power Distance	This dimension reflects the extent to which a community accepts and endorses the authority, power differences and status privileges. The acceptance of a certain level of power distance within societies can be traced to four fundamental phenomena listed below: • the predominant religion or philosophy • the tradition of democratic principles of government • the existence of a strong middle class • the proportion of immigrants in a society´s population
Gender Egalitarianism	This dimension reflects society's beliefs about whether member´s biological sex should determine the roles they play in their homes, business organizations and communities. The more Gender Egalitarianism a society shows, the less they rely on biological sex to determine the allocation of roles between sexes. The cultural drivers of Gender Egalitarianism are: • Parental investment • Climate or political latitude • Religion

	- Economic development - Social structure and resource control - Mode of production - Political System
Assertiveness	This dimension reflects beliefs as to whether people are or should be encouraged to be assertive, aggressive and tough or nonassertive, nonaggressive and tender in social relationships. Assertive behavior basically involves asking for what one wants, refusing for what one does not want, and expressing positive and negative messages to others. In contrast, passive behavior is attributed to those who fail to express their true thoughts and feelings, allow themselves to be dominated or humiliated by others and comply with requests or demands of others even if they themselves do not want to. Assertiveness also has an influence regarding direct versus indirect communication and how conflicts and confrontations are dealt with.
Humane Orientation	Humane Orientation is defined as the degree to which an organization or society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring and kind to others. This dimension is manifested in the way people treat one another and in the social programs institutionalized within each society. Altruism, benevolence, kindness and generosity are salient as motivating factors guiding people´s behavior in societies characterized by string Humane Orientation. Benevolence includes providing social and financial support to intimate friends, sharing time and helping them to solve their problems. These attributes strongly connote Humane Orientation. On the other hand self-enhancement, promoting self-interest and self-gratification can be interpreted as being less humane oriented.

As a summary of the first group of dimensions answers the questions:

What is the importance of "individuals versus groups",

"hierarchies" and "warm human relations"?

In the Globe study the different countries are then categorized as either

- group-oriented, hierarchical and sensible or
- individualistic, egalitarian and direct.

Cultural Dimension	Description
Performance Orientation	Performance Orientation reflects the extent to which a community encourages and rewards innovation, high standards and performance orientation. Performance Orientation is related with the belief in individual responsibility. This belief in individual responsibility is associated with important values and practices such as • collective self-confidence, • ambition, • energy, • thirst for learning and betterment, • high standards of performance and • ambitious expectations. Another aspect of performance orientation in relation to external adaptation is a society´s perspective on time: High-performance cultures seem to view time as limited and sequential. They see it as a valuable and non-renewable commodity. As a consequence they have a sense of urgency. Lower-performance cultures tend to view time as a circular and perpetual resource and, as a consequence, do not feel much urgency to get things done. Time is to be savored and not rushed. Religions which foster hard work and worldly performance by focusing on individual responsibility, hard work, knowledge and challenge: • Protestant work ethic • Islamic work ethic • Confucian work ethic Societies that score higher on Performance Orientation tend to: Task + Results + Time Societies that score lower on Performance Orientation tend to: Process + People + Patience
Future Orientation	Future Orientation is the extent to which members of a society or an organization • believe that their current actions will influence the future, • focus on investment in their future, • believe that they will have a future that matters and • look far into the future for assessing the effects of their current actions. There are three broad categories of temporal frames: past, present, future Cultures with high Future Orientation: • have a strong capability and willingness to imagine future scenarios • formulate future objectives

	• seek to achieve goals and develop strategies for meeting them • may lack a solid appreciation of situational realities because of neglect of their present personal and social relationships and interactions • have the capacity to enrich their lives and maintain self-control Cultures with low Future Orientation: • show the capability to enjoy the moment and be spontaneous • are free of past worries or future anxieties • might seek hedonistic pleasures • may show incapacity or unwillingness to plan a sequence to seek their desired goals • may not appreciate the warning signals that their current behavior negatively influences realization of their goals in the future • strive so simplify their lives and rely more on others Communicational aspects in cultures with high Future Orientation: • short, crisp, often direct • focused on issues • one thing at a time (monochrome time concept) Communicational aspects in cultures with low Future Orientation: • long, indirect • focused on people and relations • many things at a time (polychrome)
Uncertainty Avoidance	Uncertainty Avoidance involves the extent to which ambiguous situations are threatening to individuals, to which rules and order are preferred and to which uncertainty is tolerated in a society. In the Globe study, Uncertainty Avoidance refers to the extent to which member of a collective seek: • orderliness • consistency • structure • formalized procedures • laws to cover situations in their daily lives
Institutional Collectivism	The question is: What is more in the focus within a society? The common good or public interest? Particular interest of individuals or groups? Cultures with higher scores on Institutional Collectivism tend to have • more effective control of corruption, • more effective government, • higher rule of law and • stronger institutions.

The second group of cultural dimensions can be summarized as follows:

What is the importance of "issues", "the future",

"rules and laws" and "the general public interest"?

In the Globe there are then two sides where the countries can be assigned to:

1. Long-term performance, future orientation with high focus on rules, laws and the common good
2. Short-term focus with less focus on rules and laws but stronger focus on particular interests