

# Vittoria Lapomarda

Country of interest: *Italy*

Home country: *Italy*

Your role: *Superior*

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## Reading instructions

When reading your report, please keep in mind that a person is a very complex system. A national or regional culture is a reflection of an even more complex system. The information provided in this report may be useful if you take the statements above into consideration. Therefore, please reflect about the results and don't take them for granted. You may want to check and discuss the information presented to you with somebody you trust and who knows you well, or you may want to involve a trainer or consultant who has been certified by The hofstede centre.

This report contains feedback to help you avoid potential intercultural pitfalls.

It will help you to prepare yourself when dealing with people from different cultures by giving you insight about

- Your "own culture" in comparison to other cultures.
- How your culture, as well as the culture of the person(s) you are dealing with, may influence the way you and your counterparts understand the world around you.
- The implication it has on your understanding of your target culture taking into consideration your role and your preferences.

## Your personal feedback

Feedback is generated if your answers to the questions are significantly different from the average preferences in your country of interest.

You may run into the following pitfalls when dealing with people being born and raised in the **country of your interest (Italy)** if you don't take this information into consideration:

### **There is a big chance that:**

- you may give your colleagues the idea that you are less knowledgeable than you are, which may demotivate them and which will raise the question why you got this job in the first place
- you may underestimate the time and energy required to be accepted as a trustworthy leader
- you may not like the expectations your subordinates have, i.e. being decisive and then selling your decision to them
- you are surprised that your colleagues are willing to sacrifice so much of their personal life to realise a successful career. The down side being that you may have to ensure that your colleagues are not just behaving busy in order to look very busy

### **There is a fair chance that:**

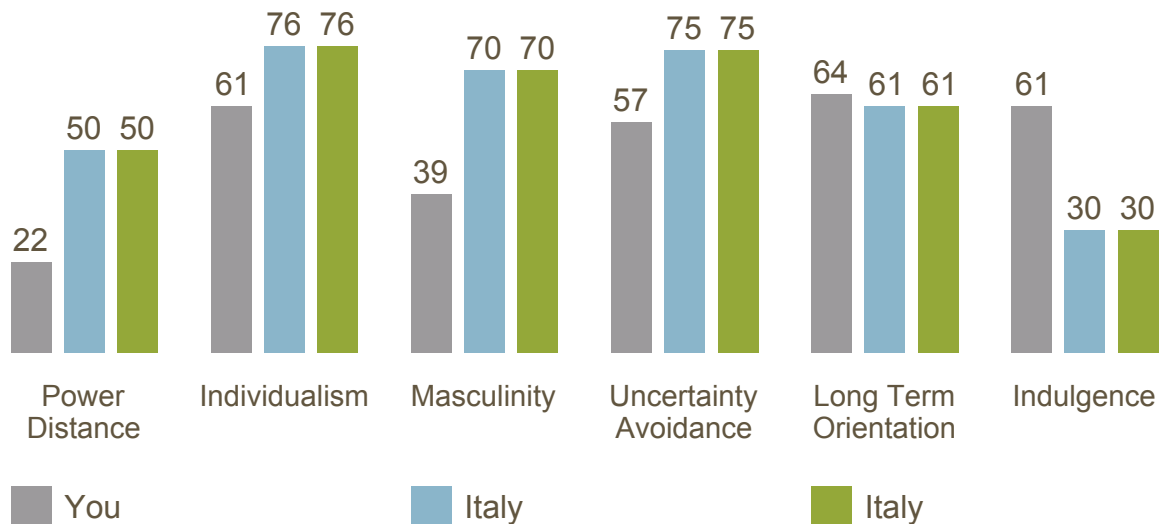
- your subordinates may get the feeling that you don't want to be on top of the business by delegating too much, apparently because you cannot cope with all the responsibility put on your shoulders
- you may be surprised that your subordinates don't contradict you, not even when it must be clear to them that what you have told them or requested them to do doesn't make any sense
- you may not know what really happens in your organisation by not creating long lasting trust relationships and/or by lacking trustworthy informants
- you may demotivate your colleagues if you don't defend your position and/or point of view and that of the organisation adamantly
- you may find out at a price that most people can not be trusted as they will try to take you for a ride if you are credulous

### **There is a small chance that:**

- you may be delighted how easily your colleagues are taking new information on board, but you may get upset that they are not checking whether the new information offered to them is true

## Scores

Your scores are only an approximation on Hofstede's dimensions and not scientifically valid, especially because models describing differences among cultures should not be used to describe differences among personalities; group reality doesn't equal individual reality. The textual feedback on the previous page(s) contains valuable information.



In addition to your country of interest and your home country, the table below lists the 5 countries scoring most similar to you and the 3 countries scoring most different to you. But also here, treat these scores with caution.

	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long Term Orientation	Indulgence
<b>Your score</b>	<b>22</b>	<b>61</b>	<b>39</b>	<b>57</b>	<b>64</b>	<b>61</b>
Italy	50	76	70	75	61	30
Italy	50	76	70	75	61	30
<b>Most similar</b>						
Luxembourg	40	60	50	70	64	56
Finland	33	63	26	59	38	57
Switzerland	34	68	70	58	74	66
Netherlands	38	80	14	53	67	68
Austria	11	55	79	70	60	63
<b>Most different</b>						
Iraq	95	30	70	85	25	17
Venezuela	81	12	73	76	16	100
Guatemala	95	6	37	99	—	—



## The Dimensions of National Culture

The scores and Dimensions of National Culture you see in the table (apart from yours) are based on the research outcomes of Professor Geert Hofstede's studies on how values in the workplace are influenced by culture. To learn more about the research please go to [www.geert-hofstede.com](http://www.geert-hofstede.com)

The Dimensions of National Culture are the relative values that distinguish country cultures from each other.

The 6 Dimensions of National Culture are:

### **Power Distance (high versus low)**

The extent to which the less powerful members of society accept that power is distributed unequally.

### **Uncertainty Avoidance (high versus low)**

The extent to which people feel threatened by uncertainty and ambiguity and try to avoid such situations.

### **Individualism (Individualist versus Collectivist)**

Collectivism: people belong to in-groups (families, organisations, etc.) who look after them in exchange for loyalty.

Individualism: people only look after themselves and their immediate family.

### **Long Term Orientation (long term versus short term orientation)**

The extent to which people show a pragmatic or future-oriented perspective rather than a normative or short-term point of view.

### **Masculinity (high versus low)**

Masculinity: the dominant values in society are achievement and success.

Femininity: the dominant values in society are caring for others and quality of life.

### **Indulgence (Indulgence versus Restraint)**

The extent to which people try to control their desires and impulses. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint".

The culture scores on the dimensions are relative — the cultures of societies are compared to other societies. A country score is meaningless unless compared to another country.

More information on the Dimensions of National Culture <http://geert-hofstede.com/national-culture.html>

### **Culture: a strategic asset**

Culture has a tremendous impact on people and organisations, and it is up to you to make sure that such an impact is beneficial to all those concerned.

You simply cannot escape culture; it is a part of each and everyone of us. Every nation and organisation has its own individual culture.

With our unique tools, based on decades of research and experience, we will enable you to optimise the performances of your organisation to better meet your goals.

### **Professional certified consultants**

itim International consultants are accomplished professionals in their respective fields, including, but not limited to, cooperation and teamwork, marketing, HR, communications, sales and management in an intercultural context.

itim International consultants help companies to meet such challenges as negotiating successfully, facilitating mergers and acquisitions and dealing successfully with intercultural management situations from diverse perspectives.

### **Sophisticated tools**

With our unique tools, the result of over 30 years of ongoing research and experience, itim International will increase the efficacy of your organisation by giving its members the ability to adapt and effectively deal with challenging intercultural situations.

6-D Model©: Charts national cultures.

Six Culture Clusters©: Identifies impact on successful management.

Hofstede Multi-Focus Model©: Assesses organisational cultures in order to align your culture with your strategy and the context in which your organisation operates.

Levers for Change©: Provides concrete suggestions for indirect organisational change to help you move from your current culture to your optimal culture so as to increase global effectiveness.

Executive Match 360©: Assesses the management team of your organisation to make sure the culture of the management team supports your strategy, utilises direct change.

Culture Compass™: Gives individual feedback regarding a country of interest.