



The Culture Factor

| G R O U P

Cultural Compass Report of JOHN SMITH

Countries of interest: Finland, Luxembourg, Mexico

Roles: Subordinate, superior, negotiator

Home country: France

CONTENT

THE 6-D MODEL **3**

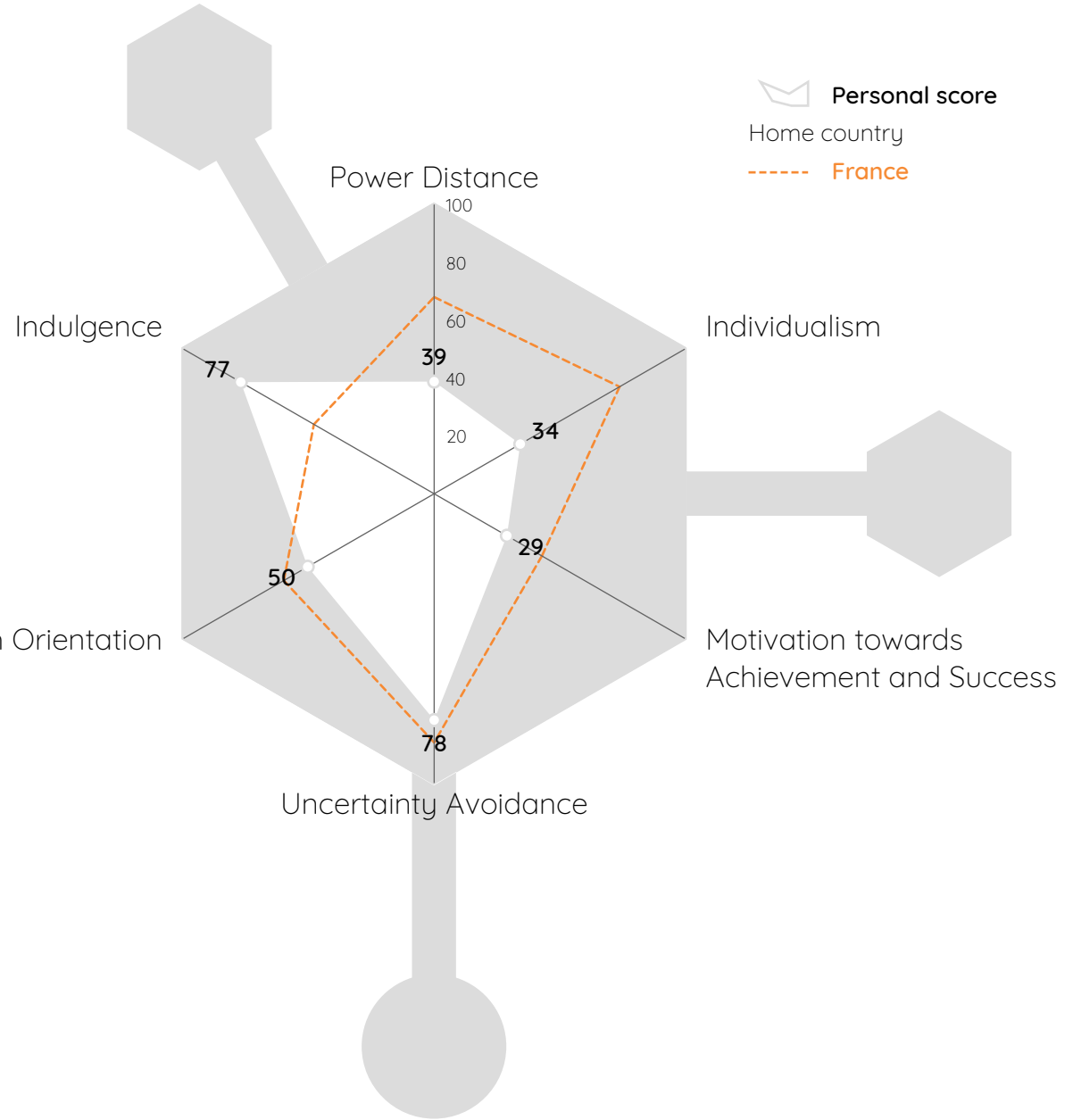
HOW TO **4**

FINLAND **5**

LUXEMBOURG **7**

MEXICO **9**

FREQUENTLY ASKED QUESTIONS **11**



THE 6 DIMENSIONS OF NATIONAL CULTURE

An analytical tool providing key insights into the consequences of culture

All societies around the globe face the challenge of how to distribute the limited resources that are available. Societies come up with different ways of organizing themselves as a response to this basic challenge, depending on the context they live in. The 6 dimensions of national culture allow a simplified comparison between societies' responses to this basic challenge. They allow to make predictions on how people from those societies are likely to behave in certain situations. Countries are the most suitable unit to measure these differences.

1 POWER DISTANCE (PDI)

High PDI indicates a high acceptance of power being distributed unequally within a society; hierarchy is needed rather than just a convenience.

Low PDI societies put emphasis on the importance of equal rights, as opposed to the importance of privileges of the more powerful.

low PDI ←————→ high PDI

2 INDIVIDUALISM (IDV)

In **individualist** societies (high IDV), there is a strong sense of "I", meaning that one's personal identity is distinct from others'.

In **collectivist** societies (low IDV), there is a strong sense of "we", illustrating a mutual practical and psychological dependency between the person and the in-group.

collectivism ←————→ individualism

3 MOTIVATION TOWARDS ACHIEVEMENT AND SUCCESS (MAS)

In **decisive** societies (high MAS) people tend to focus on personal achievement, material success and the importance of status.

In **consensus** societies (low MAS) people are more concerned with quality of life, taking care of those less fortunate, ensuring leisure time, and finding consensus.

consensus ←————→ decisive

4 UNCERTAINTY AVOIDANCE (UAI)

High UAI indicates a need for predictability and structure, often in the form of written and unwritten rules.

In **low UAI** societies, uncertainty is considered normal and each day is taken as it comes.

low UAI ←————→ high UAI

5 LONG-TERM ORIENTATION (LTO)

Long-term oriented (high LTO) societies focus on perseverance and thrift.

Short-term orientation (low LTO) emphasizes respect for tradition and the fulfilling of social obligations. In high LTO societies, the only non-changing rule is that the world is always changing.

short-term orientation ←————→ long-term orientation

6 INDULGENCE (IVR)

Indulgent societies (high IVR) reflect a positive attitude and the view that one can act as one pleases.

In contrast, in **restraint** societies (low IVR) gratification of needs are regulated by strict social norms and leisure is of lesser importance.

restraint ←————→ indulgence

HOW TO READ THIS REPORT

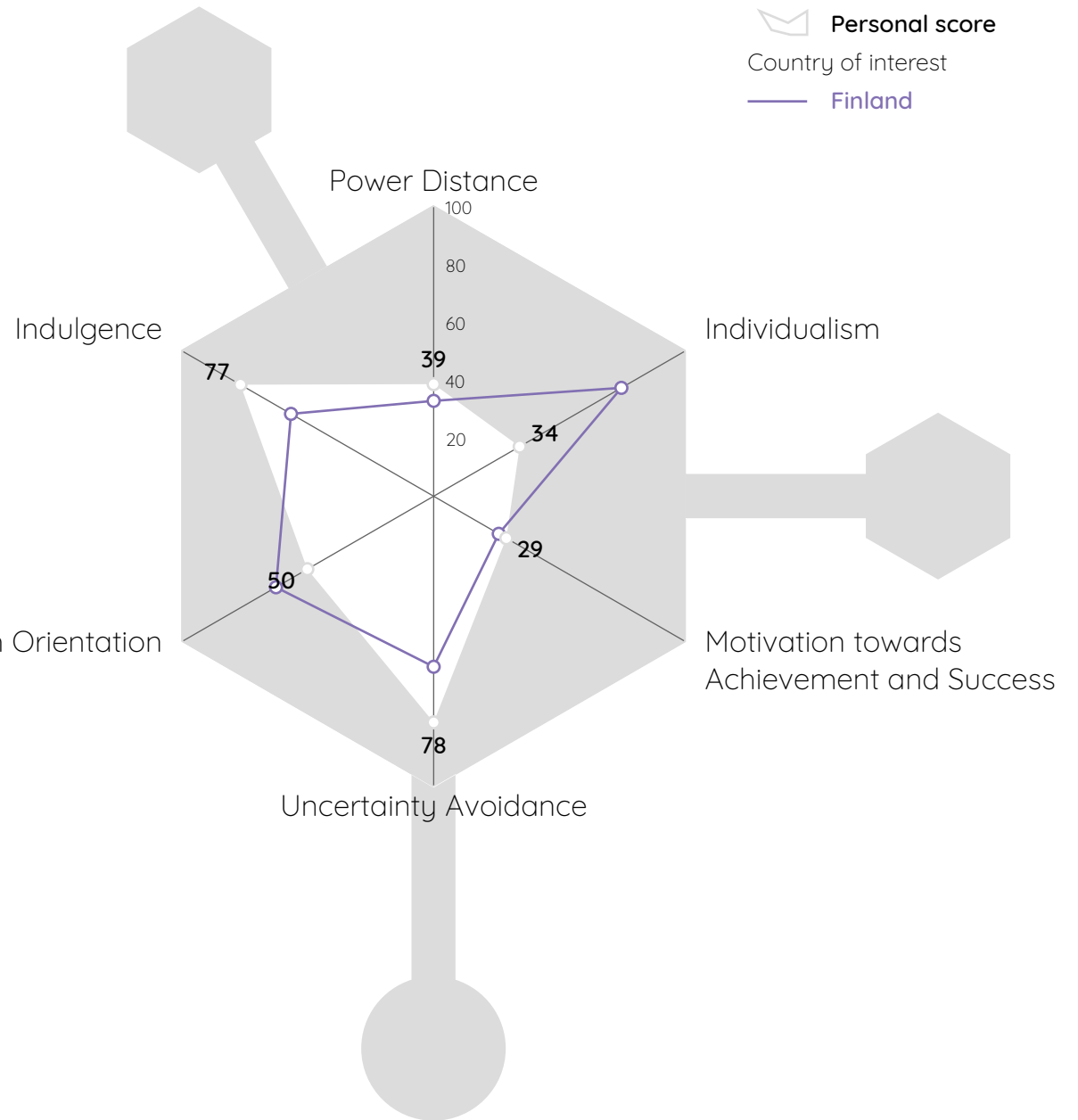


For every country of interest, you will see a page with personalized feedback, comparing your personal preferences to the country of interest.



The feedback is based on the three personal preferences that differed the most from the country of interest.

Finland

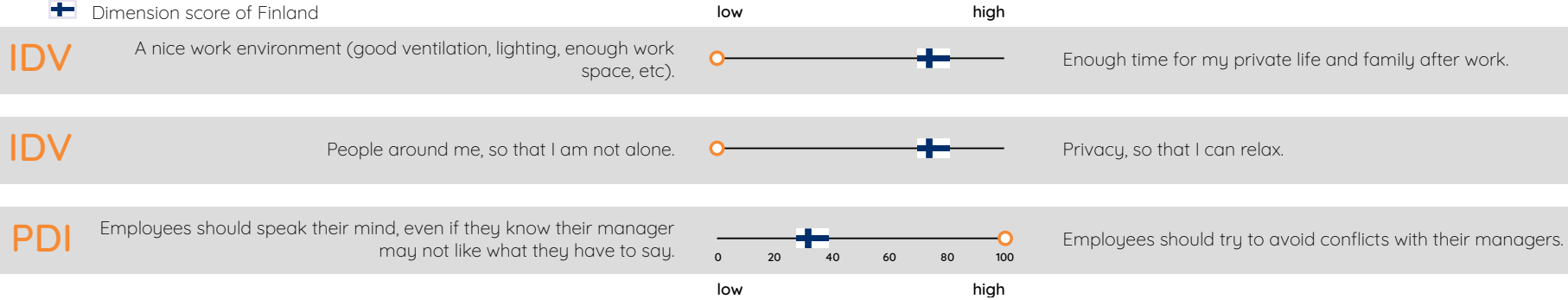




YOUR PERSONAL FEEDBACK ON FINLAND

Based on your answers, we have generated personal feedback for you

○ Your response
 + Dimension score of Finland



When working with people from Finland as a:

Subordinate

- IDV** You are getting surprised, if not annoyed, by the fact that your colleagues seem to keep their private life so hidden from you.
- IDV** You may feel at a loss if and when your colleagues don't seem to care about you after work hours. They just leave you alone.
- PDI** You may feel insecure, at least in the beginning, when you have found out, that you are supposed to give your personal opinion. Later you may start to like this so much that you have difficulty to blend in your own society after your return.

Superior



- IDV** You may demotivate your subordinates by calling upon them outside work hours.
- IDV** You may demotivate your subordinates by coming physically too close to them for comfort.
- PDI** You may get upset by the arrogance of your subordinates who contradict you in "public" or you may even get frightened as your subordinates seem to head for a confrontation with you.

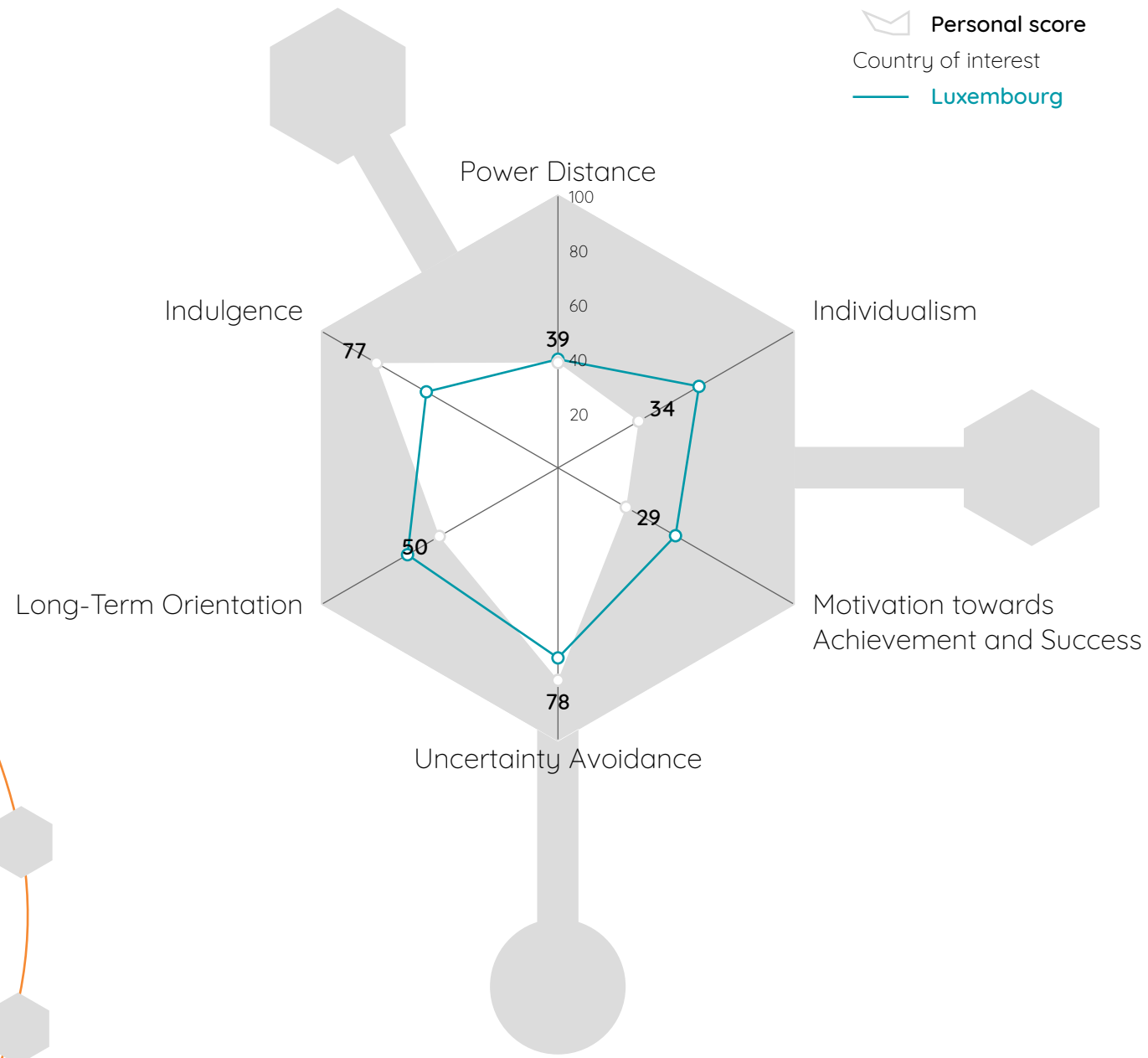
Negotiator

- IDV** You may be surprised, if not irritated, that your counterpart doesn't take care of you all the time, by leaving you alone. They may come up with such unlikely excuses as having to look after their children because their spouse is away.
- IDV** You may feel insulted as your counterparts don't seem to care about you after work hours. They just leave you alone.
- PDI** You may get confused if you notice that those lower in the hierarchy among your counterparts don't pay proper respect to those higher in the hierarchy within their team of negotiators.

* We cannot provide a feedback for Indulgence (IVR) yet, the dimension is not included.

Luxembourg

 **Personal score**
Country of interest
 **Luxembourg**





YOUR PERSONAL FEEDBACK ON LUXEMBOURG

Based on your answers, we have generated personal feedback for you

○ Your response
 ■ Dimension score of Luxembourg

low high

LTO

We have to check first whether new information is true.



New information should be combined with what we know already to make the best use of it.

PDI

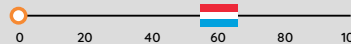
Employees should speak their mind, even if they know their manager may not like what they have to say.



Employees should try to avoid conflicts with their managers.

IDV

A nice work environment (good ventilation, lighting, enough work space, etc).



Enough time for my private life and family after work.

low high

When working with people from Luxembourg as a:

Subordinate

LTO You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.

PDI You may feel insecure, at least in the beginning, when you have found out, that you are supposed to give your personal opinion. Later you may start to like this so much that you have difficulty to blend in your own society after your return.

IDV You are getting surprised, if not annoyed, by the fact that your colleagues seem to keep their private life so hidden from you.

Superior

LTO 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.

PDI You may get upset by the arrogance of your subordinates who contradict you in "public" or you may even get frightened as your subordinates seem to head for a confrontation with you.

IDV You may demotivate your subordinates by calling upon them outside work hours.

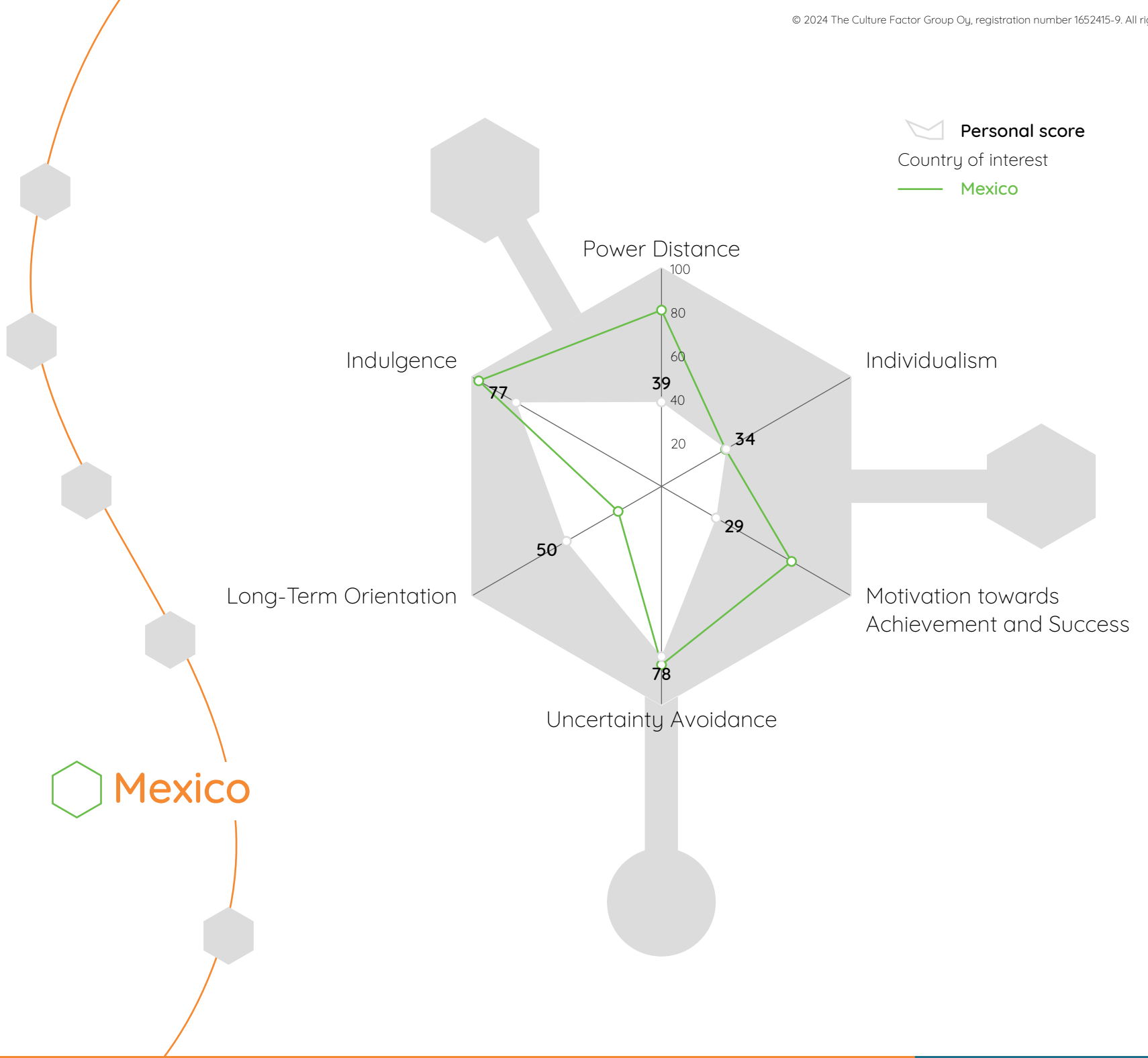
Negotiator

LTO You may not be aware that drinking bouts are used to check whether you are reliable and trustworthy.

PDI You may get confused if you notice that those lower in the hierarchy among your counterparts don't pay proper respect to those higher in the hierarchy within their team of negotiators.

IDV You may be surprised, if not irritated, that your counterpart doesn't take care of you all the time, by leaving you alone. They may come up with such unlikely excuses as having to look after their children because their spouse is away.

* We cannot provide a feedback for Indulgence (IVR) yet, the dimension is not included.



 **Mexico**



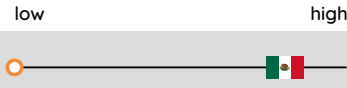
YOUR PERSONAL FEEDBACK ON MEXICO

Based on your answers, we have generated personal feedback for you

○ Your response
 ■ Dimension score of Mexico

PDI

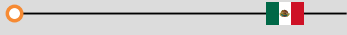
Team members should create their own work and find their own place in the organization.



It is clear who is in charge of what and you should not interfere with someone else's responsibilities.

PDI

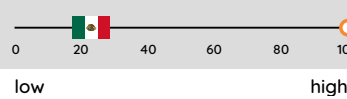
My manager should always consult me before taking a decision that affects my work.



Have a good working relationship with my manager.

LTO

If religion would not teach us about Good and Evil, everybody would just do what suits him or her best.



Living my life properly is better than believing in the only true God.

When working with people from Mexico as a:

Subordinate

PDI You may get the feeling that your superior doesn't trust you by not giving you enough authority.

PDI You don't understand why your boss may not ask for your opinion before s/he makes a decision even if it directly regards you.

LTO You may be surprised by the strong reaction of your colleagues when you tell them that you don't believe in God, if that happens to be the case, and it is even worse if you tell them that you believe in more than one belief system. Therefore, it's better not to do so.

Superior

PDI You may demotivate your subordinates if you are not giving sufficient guidance to them.

PDI You may get upset when you have found out that your subordinates will give you positive feedback because they want to please you, not because they will necessarily tell you how it really is.

LTO You may be surprised by the strong reaction of your colleagues when you tell them that you don't believe in God, if that happens to be the case, or even worse if you tell them that you believe in more than one belief system.

Negotiator

PDI You may play down your status by which your counterpart may not take you seriously and/or you may not pay sufficient respect to your counterpart.

PDI You may get frustrated by being obliged to first build up a trustworthy relationship before being able to close an advantageous deal.

LTO You may not be aware that when you offer inconsistent information to your counterparts then you may not any longer be credible in their eyes as they think in exclusive, not inclusive, terms.

* We cannot provide a feedback for Indulgence (IVR) yet, the dimension is not included.

FREQUENTLY ASKED QUESTIONS



What does a country score stand for?

A country score on a dimension represents a **society's preference** on how to deal with one of the basic human challenges identified by Hofstede (the existence of inequality, the relationship between individuals and groups, etc.), as compared to other societies.



Where do the country scores come from?

Country scores have originally been **published in academic journals**. They are derived from large survey data and validated with external indicators. The last update is based on a study published in 2022 in the Journal of International Management.



What does a personal score stand for?

Your profile of cultural preferences reflects **your personality and is affected by the culture where you grew up**. Yet, every person is unique, and culture does not predetermine personality.



How was my personal score calculated?

Your personal dimension scores are calculated **based on all seven survey questions** that belong to one dimension. The result is **rescaled to the 0-100 scale** to align it with our cultural database.



Can I compare my personal score to country scores?

Your personal scores are individual level indicators while country scores are **national level indicators**. As an analogy, think of personal income - the wealth of an individual, and GDP per capita - the wealth of a country. Even though both can be measured through the same unit and both measures are associated, they are different concepts: GDP per capita is not a measure of personal income just like national culture is not a measure of personality. Therefore, connecting your personal dimension scores and country scores is only useful for the purpose of didactic reflection. It helps you to consider where the group tendency potentially has an impact on your behavior.



What is the connection between personality and culture?

Culture is a group phenomenon and only exists among groups. **Individuals** therefore don't have a culture; they **have a personality**. There is a two-way relationship between both: culture is a product of its members and at the same time culture has an impact on its members.



The Culture Factor

| GROUP



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What do we mean by "culture"?

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