



# Hofstede Insights

## Cultural Compass Report of **FIRSTNAME LASTNAME**

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Countries of interest: **Greece, Libya, Slovakia**

Roles: **Colleague**

Home country: **Nigeria**

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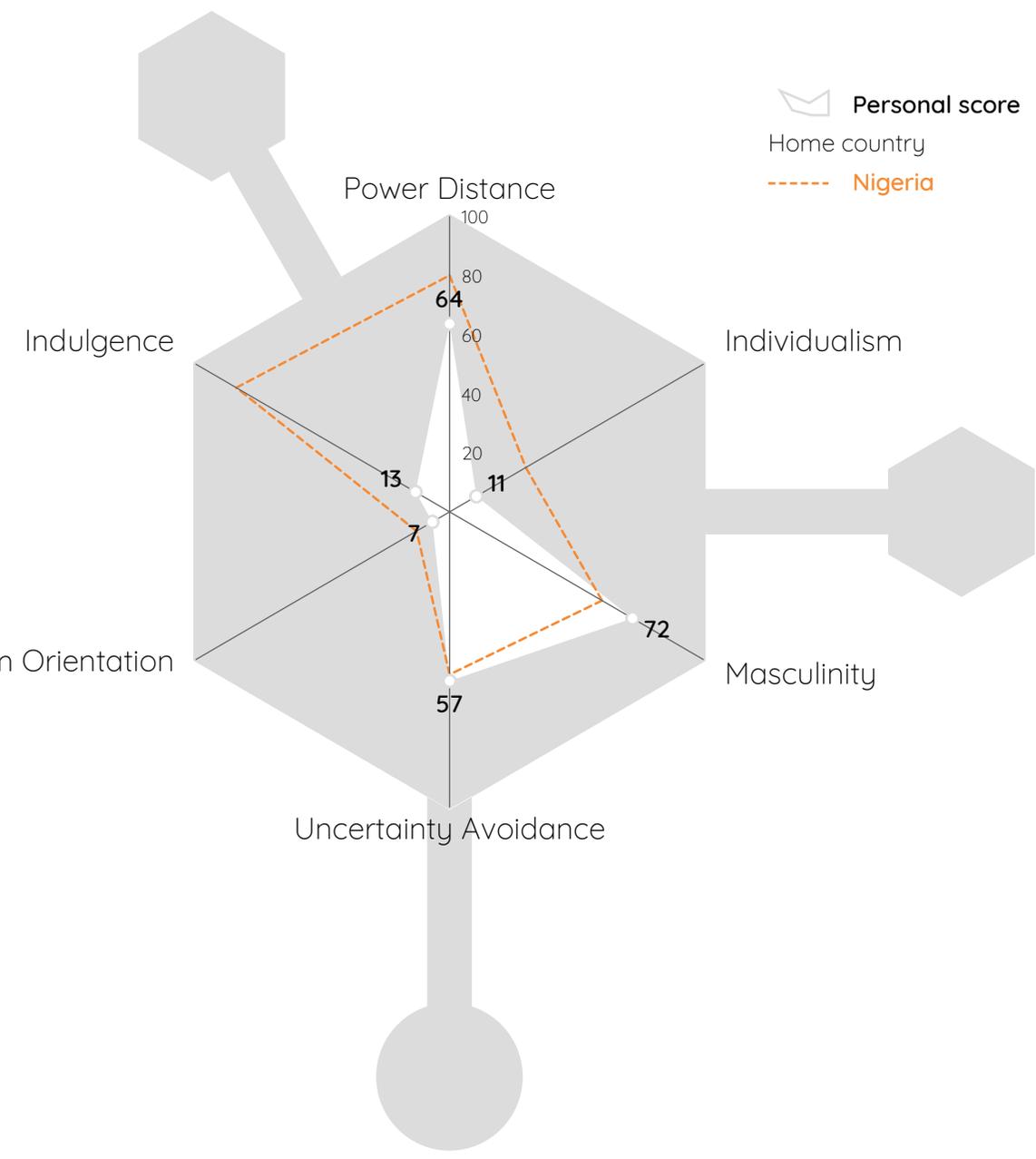
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# THE 6 DIMENSIONS OF NATIONAL CULTURE

## 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 MASCULINITY (MAS)

In **masculine** societies (high MAS) people tend to focus on personal achievement, material success and the importance of status.  
 In **feminine** societies (low MAS) people are more concerned with quality of life, taking care of those less fortunate, ensuring leisure time, and finding consensus.

femininity ←————→ masculinity

### 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

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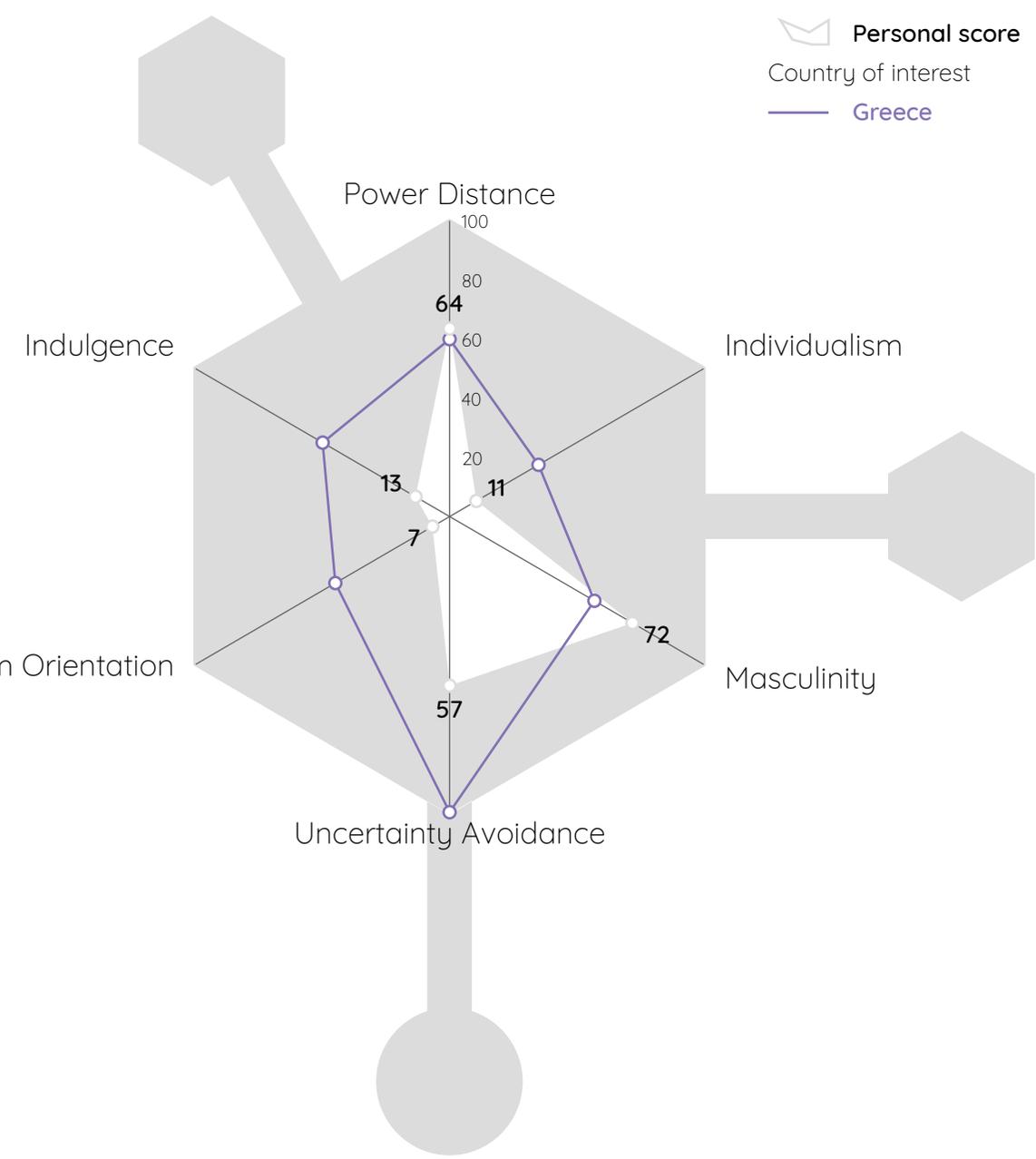


For every country of interest, you will see a page with personalized feedback, comparing your personal preferences to the country of interest.



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

# Greece

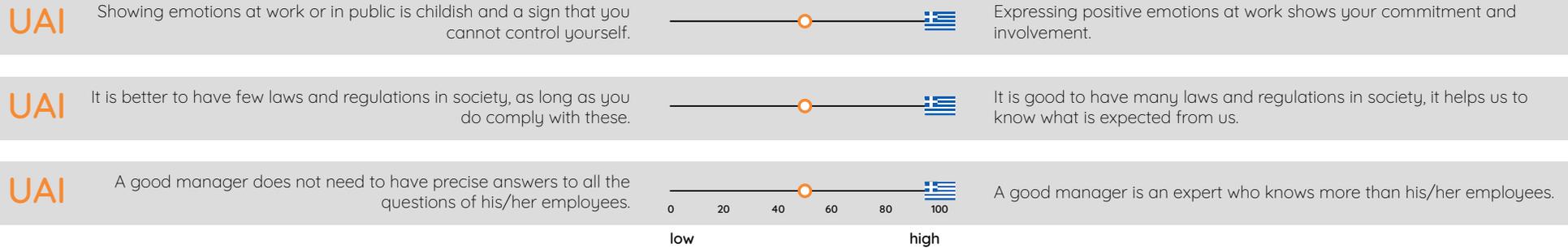




# YOUR PERSONAL FEEDBACK ON GREECE

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

○ Your response  
 🇬🇷 Dimension score of Greece

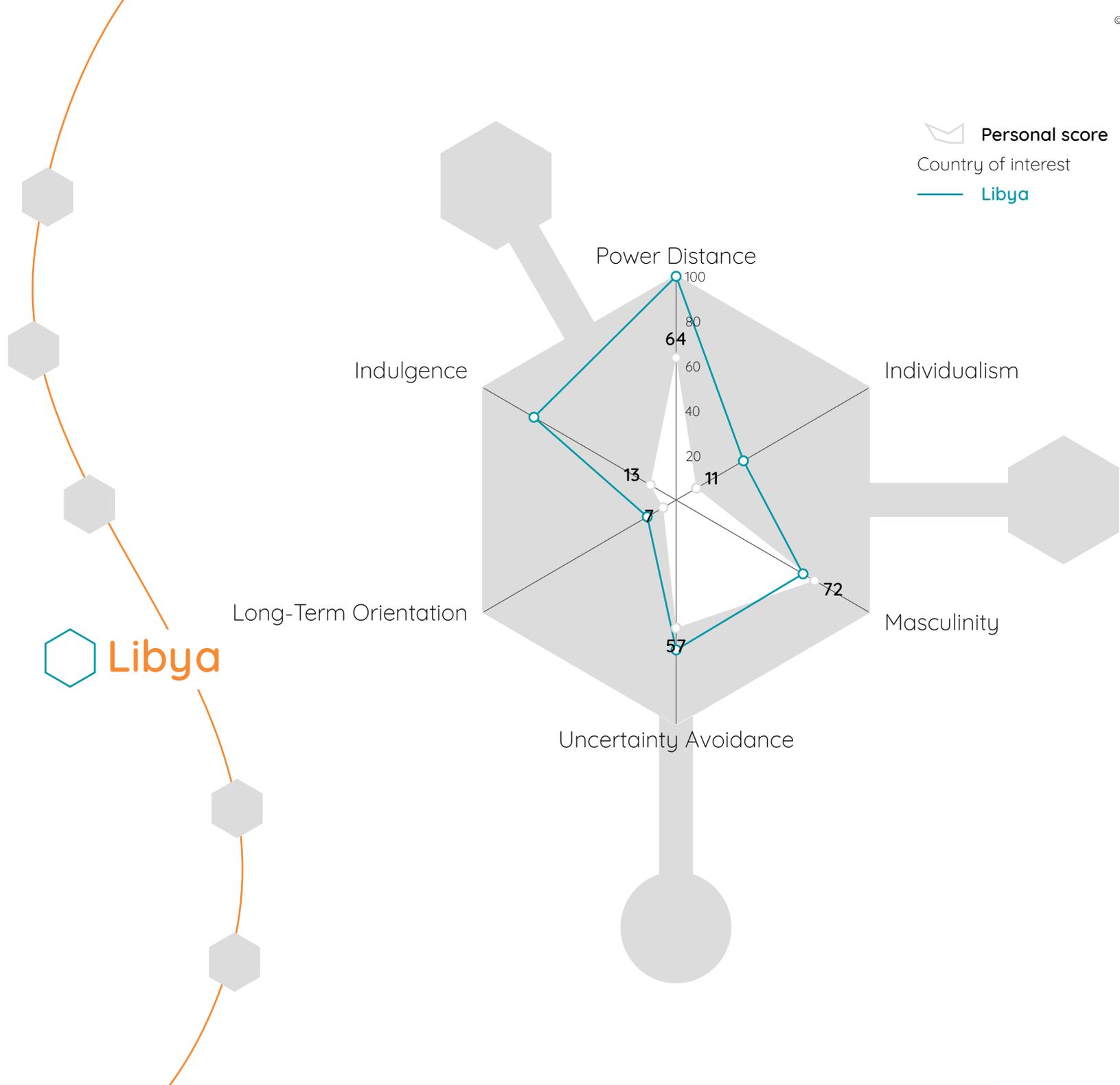


When working with people from Greece as a:

## Colleague

- UAI You may give your colleagues the feeling that you are not all that committed and involved by not showing your emotional involvement.
- UAI You may get bewildered by all the rules you are directly or indirectly told to follow, irrespective whether these are formal or informal rules and irrespective whether people are really complying with these rules or not.
- UAI You may give your colleagues the idea that you are less knowledgeable than you are, which may make your colleagues wonder why you were taken on board.

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



**Libya**



# YOUR PERSONAL FEEDBACK ON LIBYA

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

○ Your response  
 Dimension score of Libya

PDI

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

low high



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.

PDI

A CEO should not bypass middle management by giving orders to rank-and-file employees.

0 20 40 60 80 100  
 low high

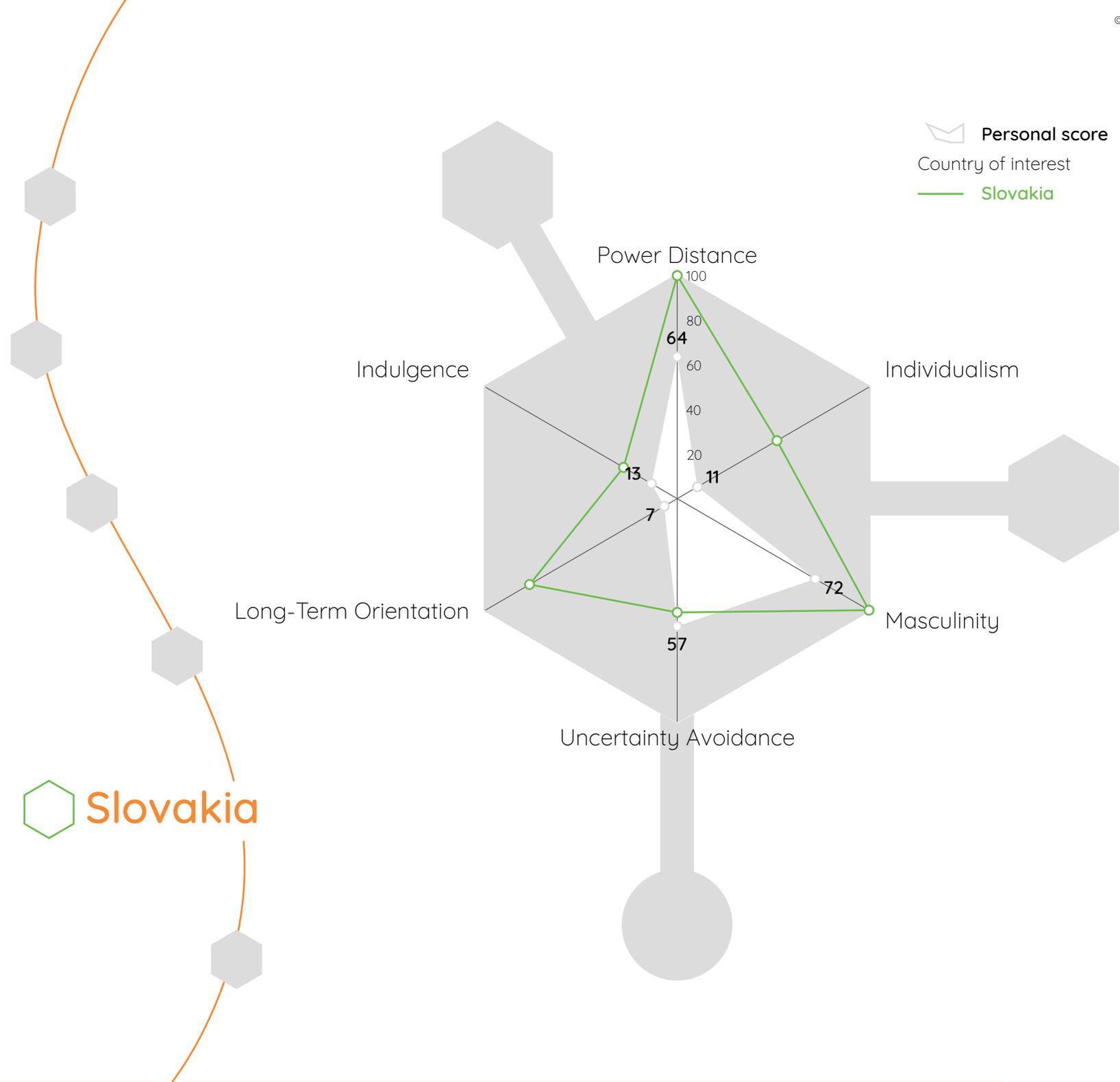


An organizational structure in which one person has two managers should be avoided.

## When working with people from Libya as a:

### Colleague

- PDI You may take too much initiative in the eyes of your colleagues which may create resentment.
- PDI You may underestimate how important it is to have a good relationship with your superior, yet you have to ensure that such a relationship will not create envy among your colleagues.
- PDI You may confuse and/or irritate your colleagues by the ease with which you approach superiors.



 Slovakia



# YOUR PERSONAL FEEDBACK ON SLOVAKIA

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

○ Your response

🇸🇰 Dimension score of Slovakia

PDI

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

low high



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.

PDI

A CEO should not bypass middle management by giving orders to rank-and-file employees.

0 20 40 60 80 100 low high



An organizational structure in which one person has two managers should be avoided.

When working with people from Slovakia as a:

Colleague

- PDI You may take too much initiative in the eyes of your colleagues which may create resentment.
- PDI You may underestimate how important it is to have a good relationship with your superior, yet you have to ensure that such a relationship will not create envy among your colleagues.
- PDI You may confuse and/or irritate your colleagues by the ease with which you approach superiors.

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

# FREQUENTLY ASKED QUESTIONS

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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?

Most country scores are **based on Geert Hofstede's research** within the IBM corporation.

The list of countries was extended by additional research projects and estimates by Hofstede Insights consultants.

?

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.



# Hofstede Insights



## Go Further

What do we mean by "culture"?

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Why is managing Cultural Diversity important?

[Read the article](#)

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Hofstede Insights improves the effectiveness of those working amid diverse cultural backgrounds, and provides companies and organizations with the competence needed to optimize performances worldwide.

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