



# Hofstede Insights

## Cultural Compass Report of **JOHN SMITH**

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Countries of interest: **China, Japan, United Kingdom**

Roles: **Subordinate, colleague, superior**

Home country: **United States**



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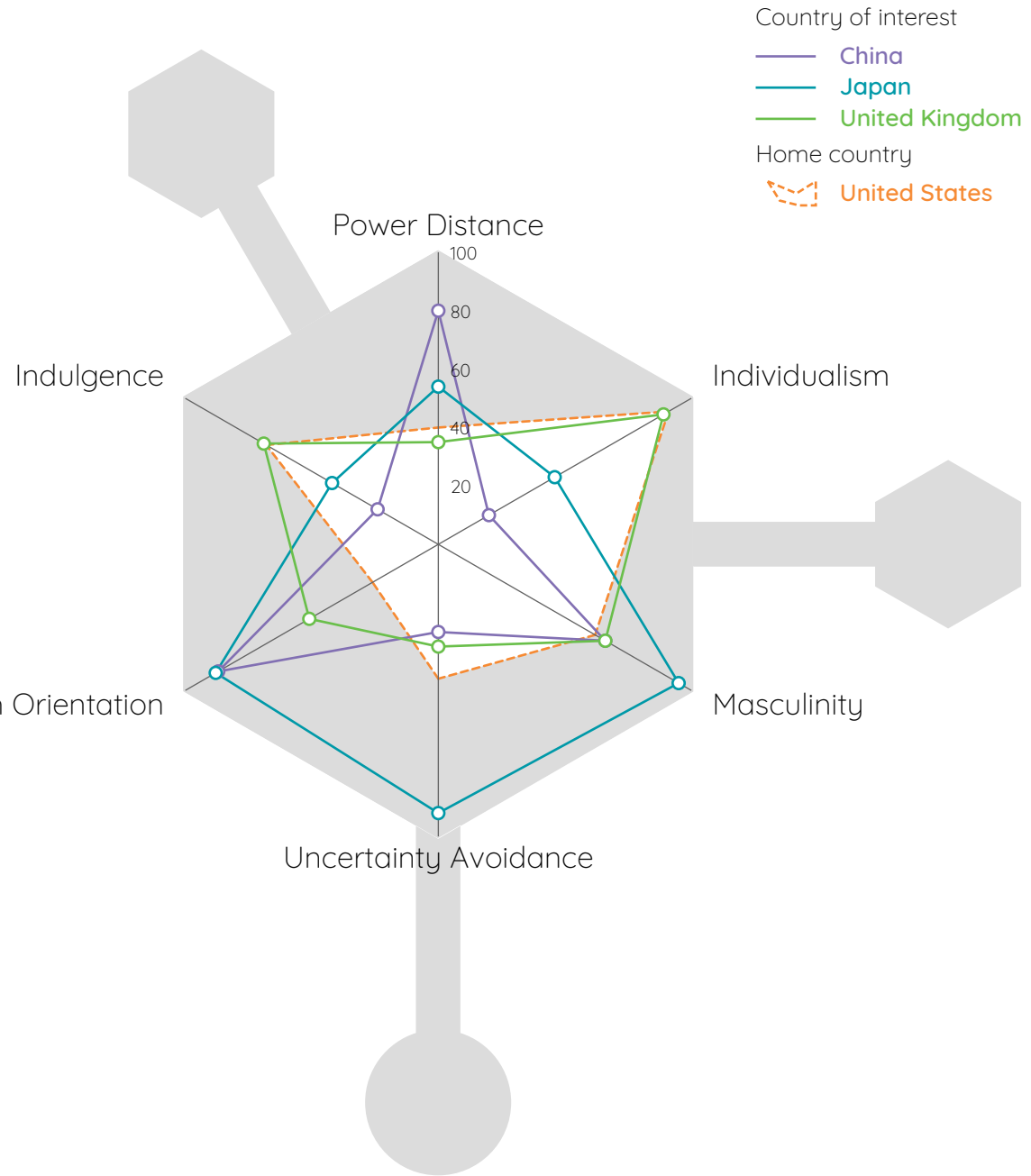
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# THE 6 DIMENSIONS OF NATIONAL CULTURE

## 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** societies focus on perseverance and thrift.  
**Short-term oriented** (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

## Country to country comparison

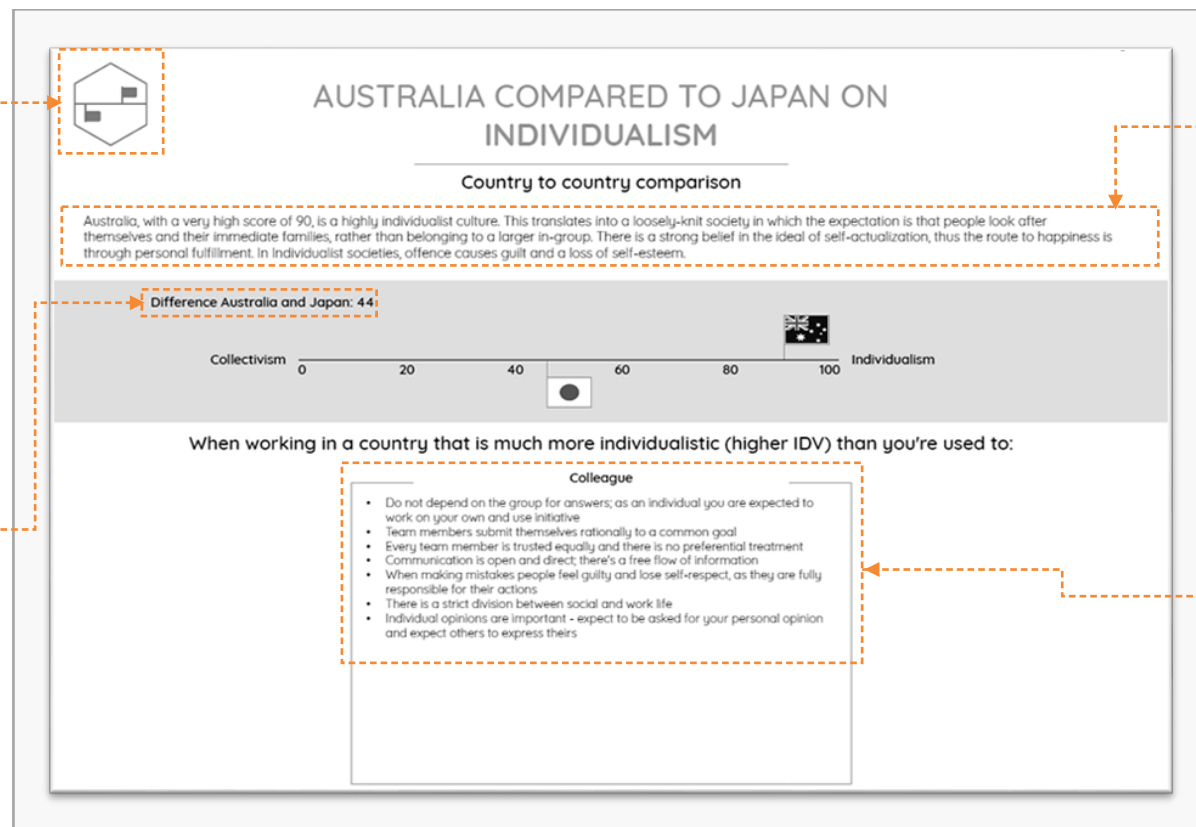
For every country of interest, you will see a results page for each dimension, comparing **your home country** to the country of interest. The boxes below explain the various elements per page.



This icon indicates that this page is a country to country comparison page.



Numerical difference between the two countries. It is generally considered that a difference of 10 points or more accounts for a notable difference in daily life.



This block contains the score and a short description of the country of interest.



This box contains feedback for the selected role(s) based on the country score difference only. Your personal preferences are not considered here. Regardless of your personal preferences, you are used to behave according to the rules, scripts and schemas of your own society.

# HOW TO READ THIS REPORT

## Your Personal feedback

For every country of interest, you will see a [results page for each dimension](#), comparing your personal preferences to the country of interest.



This icon indicates that this page contains personal feedback based on your answers to the survey.

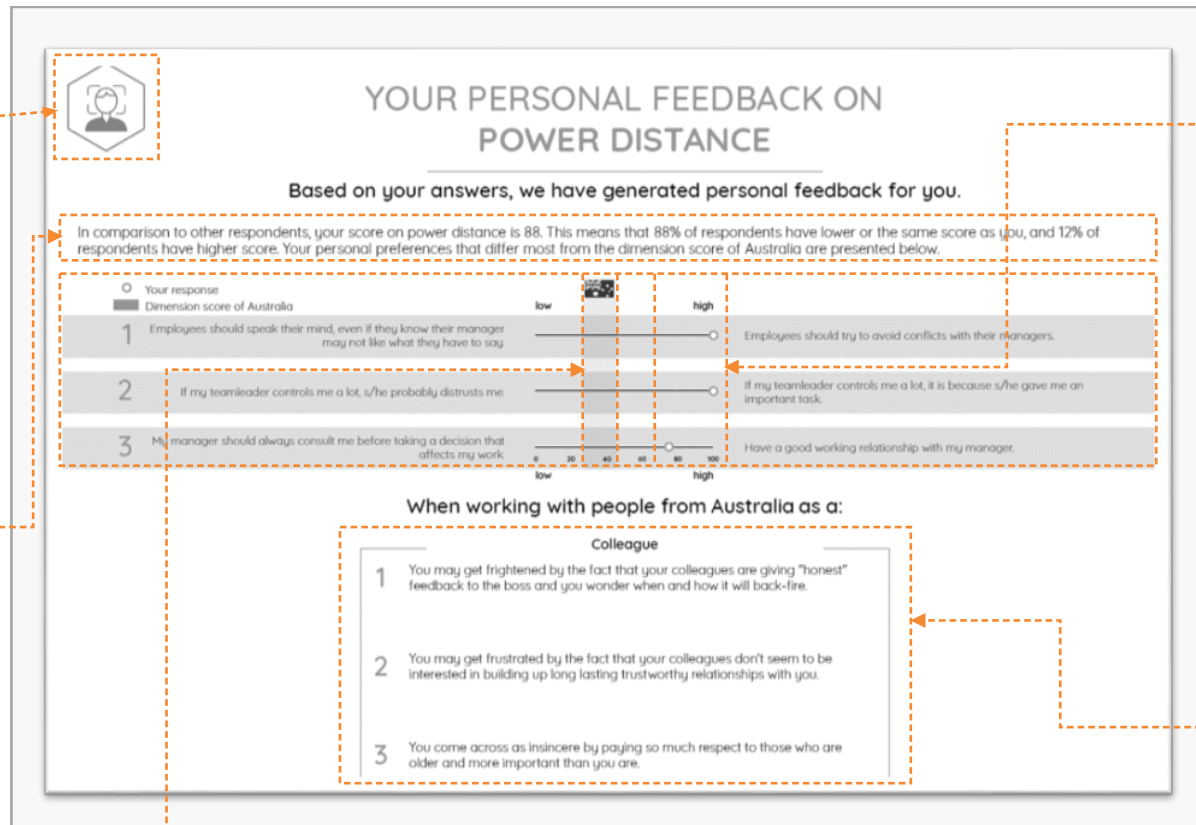


Your personal score on this dimension is based on all 7 questions that constitute the dimension. The feedback underneath is **NOT** given based on this dimension score but based on your answers to individual questions.



The country score is shown as a bandwidth to avoid focusing on exact numbers.

Only differences of 10 points or more are noticeable.

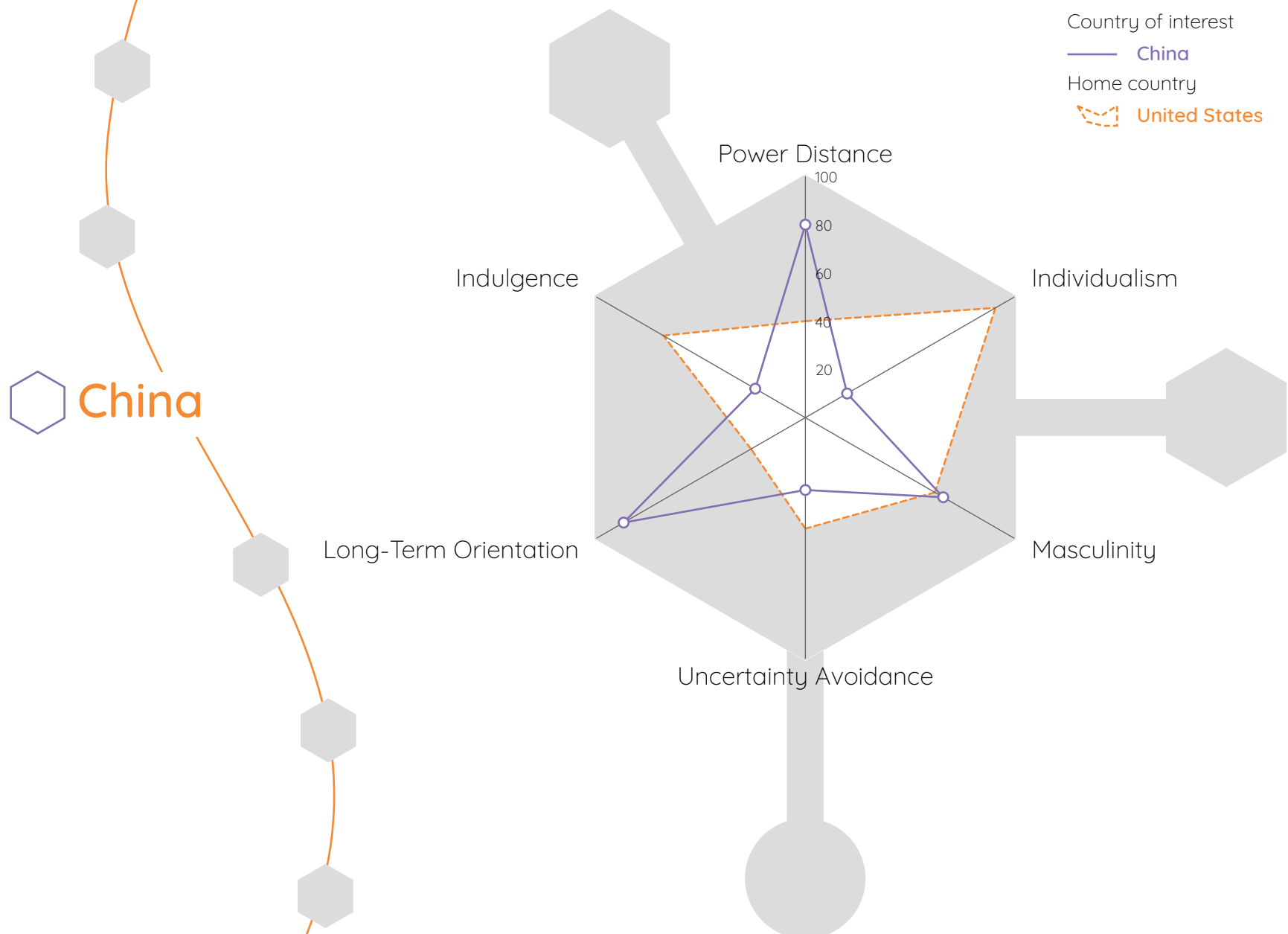


These are your answers to the survey. There were 5 answer options, corresponding to dimension scores of 0 - 25 - 50 - 75 - 100.

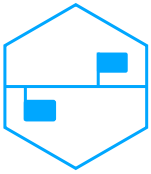
The Culture Compass™ survey contained 7 questions per dimension. The 3 questions that were answered most differently compared to the general tendency of the country of interest are displayed in this chart.



This textual feedback is given for the same 3 questions that are shown above.



China

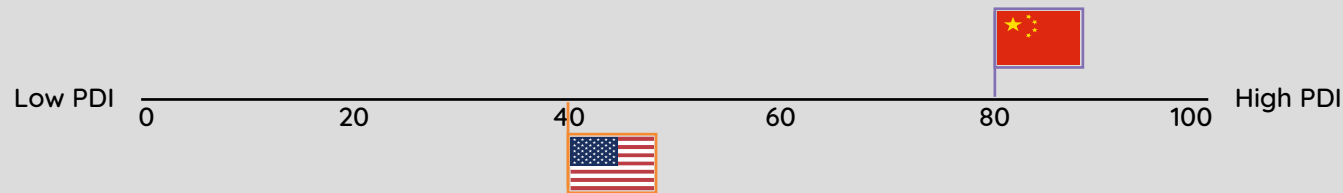


# CHINA COMPARED TO UNITED STATES ON POWER DISTANCE

## Country to country comparison

With a very high score of China, 80 is a nation where power holders are very distant in society. People in this society accept a hierarchical order in which everybody has a place, and which needs no further justification. Hierarchy is seen as reflecting inherent inequalities, and the different distribution of power justifies the fact that power holders have more benefits than the less powerful in society. The discrepancy between the less and the more powerful people leads to a great importance of status symbols.

Difference China and United States: 40



## When working in a country that is much more authoritarian (higher PDI) than you're used to:

### Subordinate

- Show respect to any person senior in rank or age, and use the appropriate title
- Superiors are less accessible (closed doors)
- You are given clear instructions about what to do and how to do it, don't take initiative
- Expect your work to be inspected
- Don't volunteer to give negative feedback to your superior
- Don't offer opinions, ask questions, or express disagreement during a discussion or meeting. Do it after the meeting, informally and in private
- Promotions depend on seniority and experience, not necessarily on performance and achievement
- Information is power, it is provided on a "need-to-know" basis

### Colleague

- Show respect to any person senior in rank or age, and use the appropriate title
- People are likely to take less initiative; they will only act upon the mandate of their direct superior
- In meetings people don't tend to offer opinions, ask questions, nor express disagreement during the discussion. They will do that after the meeting, in private and informally
- Don't expect a free flow of information
- Information is power, so people communicate on "a need-to-know" basis only
- Superiors are less accessible (closed doors)
- Expect your work to be inspected

### Superior

- Show respect to any person senior in rank or age, and use the appropriate title
- People will tell you good news only - Invest a lot of energy in finding out what really goes wrong
- Give clear and explicit direction to your team members, do not expect initiative to be taken
- Information is power - communication is provided on a "need-to-know" basis
- Inspect the work being done; people will respect what you inspect
- Promotions depend more upon seniority and experience - not necessarily upon performance and achievement
- Decision-making is centralized
- Expect to be judged on who you are, not on what you do

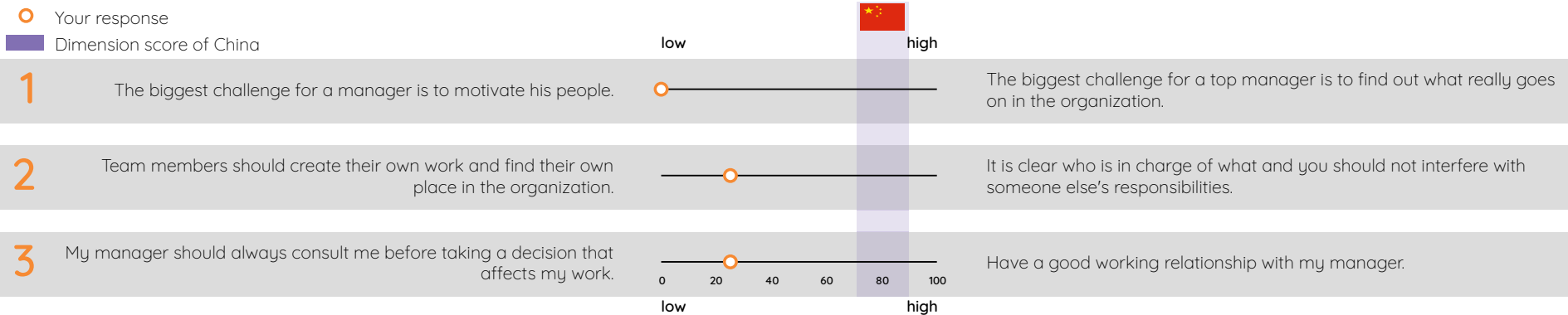




# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

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

In comparison to other respondents, your score on power distance is 33. This means that 33% of respondents have lower or the same score as you, and 67% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



## When working with people from China as a:

### Subordinate

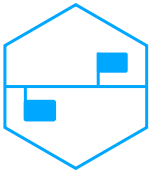
- 1 You may get the feeling that some of your colleagues are spying on you on behalf of the manager concerned.
- 2 You may get the feeling that your superior doesn't trust you by not giving you enough authority.
- 3 You don't understand why your boss may not ask for your opinion before s/he makes a decision even if it directly regards you.

### Colleague

- 1 You have to make sure that your colleagues don't get the feeling that you spy on them on behalf of your superiors.
- 2 You may take too much initiative in the eyes of your colleagues which may create resentment.
- 3 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.

### Superior

- 1 You may not know what really happens in your organization by not creating long lasting trust relationships and/or by lacking trustworthy informants.
- 2 You may demotivate your subordinates if you are not giving sufficient guidance to them.
- 3 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.

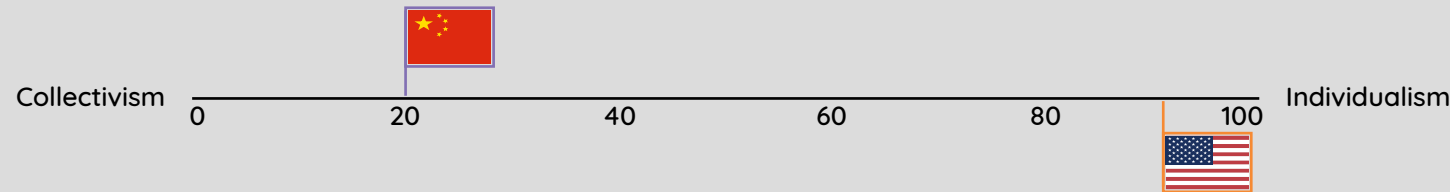


# CHINA COMPARED TO UNITED STATES ON INDIVIDUALISM

## Country to country comparison

China's very low score of 20, indicates that it is a highly collectivistic society. This is evident in the early integration and close, long-term commitment to a strong, cohesive 'in-group'. Society fosters strong relationships where everyone takes responsibility for and protects fellow members of their group. Loyalty is paramount and overrides most other societal rules. In these societies, offense leads to shame and loss of face.

Difference China and United States: 71



When working in a country that is much more collectivistic (lower IDV) than you're used to:

### Subordinate

- Focus on relationship over task: Invest in building relationships to establish trust
- Communication is implicit and indirect
- Praise and criticism is most likely directed to a team rather than individuals and expressed carefully
- Don't express your personal opinion; opinions are predetermined by the in-group
- Do not criticize or gainsay your manager
- You can expect your organization to act in your interest and to be responsible for your career (reciprocal loyalty)
- Promotion is based on loyalty and seniority
- When making mistakes people lose face, having damaged the group's standing

### Colleague

- Focus on relationship over task: Invest in building relationships to establish trust
- Don't criticize individuals in public; do it privately in an indirect way so they don't feel they lose face
- In-group members are fully trusted, there's mistrust towards people outside the group. If teams members are from different "in-groups", trust and relationships needs to be developed
- People will tell you what you want to hear in order to perpetuate harmony and face; double-check information by asking questions that the other party is not able to answer with yes/no
- When making mistakes people lose face, having damaged the group's standing

### Superior

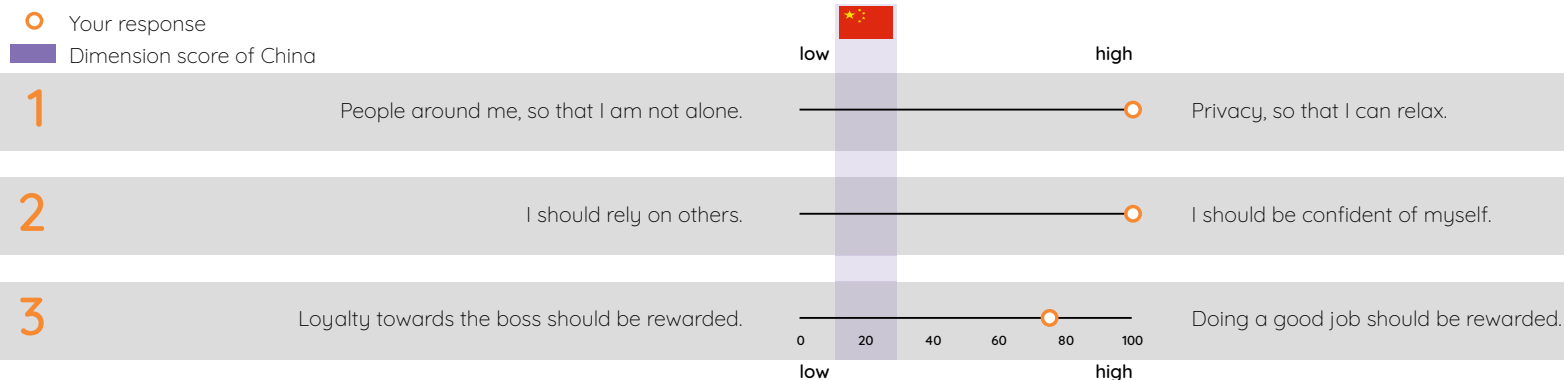
- Focus on relationship over task: Invest in relationships to build trust
- Employees expect their organization to act in their interest and to be responsible for their career (reciprocal loyalty)
- Communication is implicit and subtle
- Employees will tell you what you want to hear to perpetuate harmony and face; invest a lot of energy in finding out what goes wrong
- Don't criticize individuals in public; do it privately in an indirect way so they don't feel they lose face
- Motivation is achieved through group success; reward and praise the team
- Promotion is based on loyalty and seniority
- People openly favor close relations or group members over others



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

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

In comparison to other respondents, your score on individualism is 42. This means that 42% of respondents have lower or the same score as you, and 58% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



## When working with people from China as a:

### Subordinate

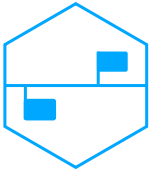
- 1 You may suffer hardship either because nobody leaves you alone so that you have no privacy or because you become lonely because nobody wants to deal with you outside work hours.
- 2 You may get "claustrophobic" once you have found out that you cannot do anything unseen.
- 3 You may get the impression that your native colleagues are more easily promoted than you, although you are more knowledgeable and doing therefore a much better job. That was anyway the reason why they hired you or sent you there in the first place.

### Colleague

- 1 You may suffer hardship either because nobody leaves you alone so that you have no privacy or because you become lonely as nobody wants to deal with you outside work hours.
- 2 You may get "claustrophobic" once you have found out that you cannot do anything unseen and that your colleagues continuously talk about you behind your back .
- 3 You may get the impression that your colleagues are more easily promoted than you, although you are more knowledgeable and you are doing therefore a much better job.

### Superior

- 1 You may demotivate your subordinates by being perceived as cold and aloof.
- 2 You may not know what really happens in your organization by not creating long-lasting trust relationships and/or by lacking trustworthy informants.
- 3 You may demotivate your colleagues as it is not at all clear to them on which criteria you are promoting people.

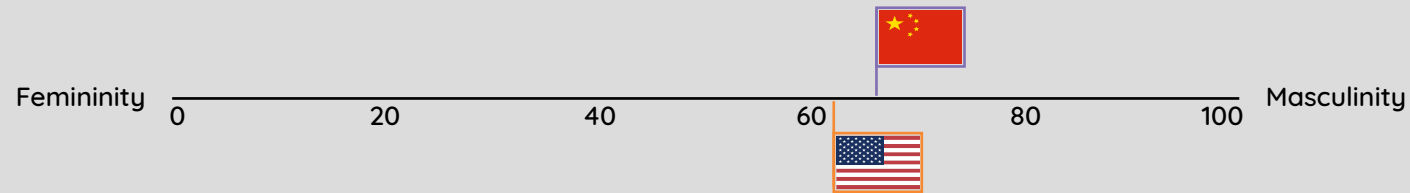


# CHINA COMPARED TO UNITED STATES ON MASCULINITY

## Country to country comparison

At 66, China is a masculine society – success-oriented and driven. Behaviour in school, work, and play are based on the shared values that people should “strive to be the best they can be” and that “the winner takes all”. The emphasis is on equity, competition, and performance. Conflicts are resolved at the individual level by fighting them out, and the goal is to win.

Difference China and United States: 4



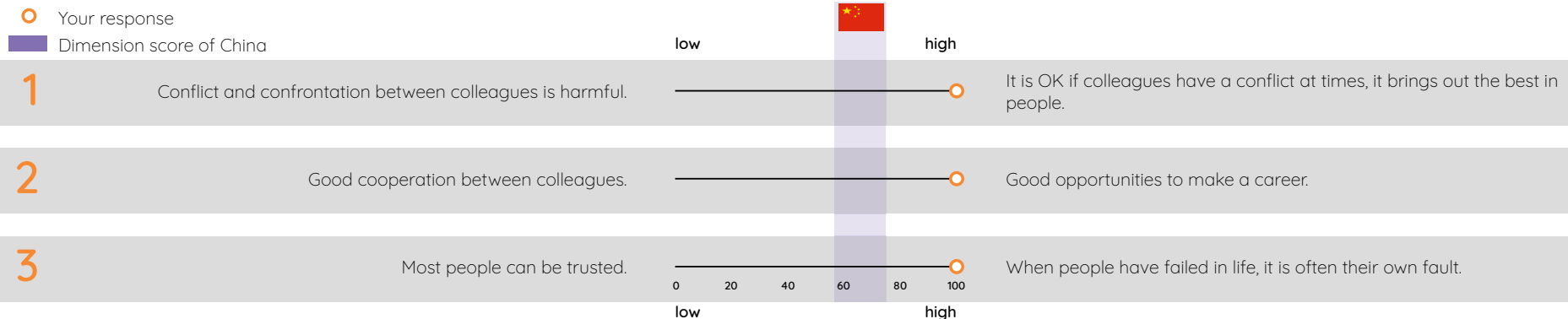
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON MASCULINITY

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

In comparison to other respondents, your score on masculinity is 100. This means that 100% of respondents have lower or the same score as you, and 0% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



## When working with people from China as a:

### Subordinate

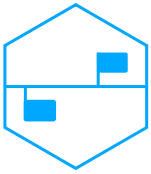
- 1 You may get annoyed that your colleagues seem to try to avoid conflicts at all costs, unless they really cannot be avoided. In the latter case they may then fester for a long time.
- 2 You may get upset by the fact that bosses are so rarely decisive. Instead, everybody is busy in participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may be surprised that colleagues who clearly fail still get so much sympathy and support from their peers.

### Colleague

- 1 You may get annoyed that your colleagues try to avoid conflicts, unless they can really not be avoided. In the latter case they may then fester for a long time.
- 2 You may get upset by the fact that bosses are rarely decisive. Instead everybody is busy participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may be surprised that colleagues who clearly fail still get so much sympathy and support from their peers.

### Superior

- 1 You may get annoyed by the fact that your colleagues try to stop you if you want to confront somebody head on.
- 2 You may get upset by the fact that everybody is continuously busy in participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may get worried about the sloppiness of your direct subordinates, as if one should not worry about the fact that people will take advantage of you if the opportunity arises.



# CHINA COMPARED TO UNITED STATES ON UNCERTAINTY AVOIDANCE

## Country to country comparison

With a low score of 30, Chinese society is very comfortable with ambiguity. Low UAI societies maintain a more relaxed attitude in which deviance from the norm is more easily tolerated. Plans can be altered at short notice and improvisations made. Open to risk-taking, there is a larger degree of acceptance for new ideas, innovative products and a willingness to try something new or different.

Difference China and United States: 16



When working in a country that is less uncertainty avoiding (lower UAI) than you're used to:

### Subordinate

- Adaptable generalists may be preferred over experts
- Your boss may define certain project results without rigidly defining the way to get there
- You may be expected to cope with problems as they arise
- Being flexible or open in your approach to new ideas may be appreciated
- You may have to control your emotions; emotional breakouts as a stress valve may not be accepted
- Don't expect too many rules; rules may be adjusted in case they cannot be enforced
- Your boss may not have all the answers
- Conflicts and competition may not be threatening but part of business

### Colleague

- Being flexible or open in your approach to new ideas may be more useful than you are used to
- People may cope with problems as they arise
- Generalists that are able to cope under all circumstances may be preferred
- Communication may be "receiver-oriented" - the expert may need to "translate" ideas to the mindset of the receiver and try to persuade the receiver to see it in his/her way
- There may be less need to plan and structure
- Control your emotions; emotional breakouts as stress valve may not be accepted

### Superior

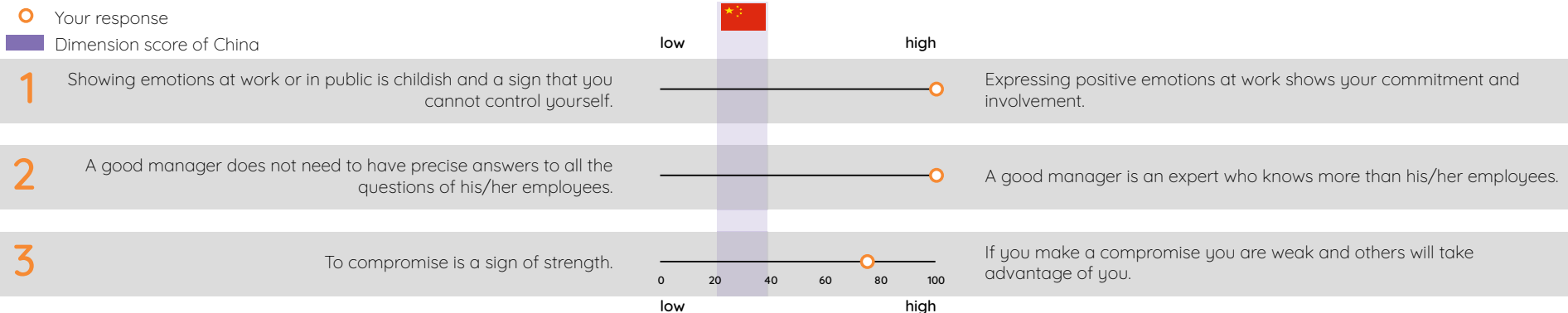
- The ideal leader may be a generalist and can adapt to all circumstances
- Task areas and future aims, instead of precisely defined tasks and roadmaps may be appreciated; you may not need to have all the answers
- Communication may be "receiver-oriented" - the expert should try to "translate" ideas to the mindset of the receiver and persuade them to see it her way
- Being flexible or open in your approach to new ideas may be normal
- Conflicts and competition may be not threatening but part of business
- Taking unknown risks in order to succeed may be normal
- As few rules as possible may be made and may be changed if they are not working



# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

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

In comparison to other respondents, your score on uncertainty avoidance is 63. This means that 63% of respondents have lower or the same score as you, and 37% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



## When working with people from China as a:

### Subordinate

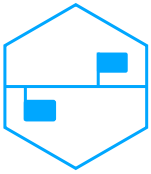
- 1 You may come across as way too emotional which may cause your boss and other colleagues to doubt whether you are really qualified to do the job.
- 2 You may get demotivated by your boss who appears not to be all that knowledgeable, and you may be surprised that this doesn't affect your direct colleagues negatively.
- 3 You may be surprised how easily your counterparts give in, in case of disagreement, which must be a sign of feelings of insecurity.

### Colleague

- 1 You may come across as way too emotional which may cause your colleagues to doubt whether you are really qualified for the job.
- 2 You may get demotivated by your boss who appears not to be all that knowledgeable and you may be surprised that this doesn't affect your direct colleagues negatively.
- 3 You may be surprised how easily your counterparts change their minds, giving you the impression that they are not all that knowledgeable.

### Superior

- 1 You may come across as too emotional which may cause your colleagues to assess your behaviour as rather childish.
- 2 You may demotivate your direct subordinates by questioning too easily whether they know better what to do than you do.
- 3 You may upset your colleagues by being perceived as somebody who tries to push through your own ideas at whatever price.

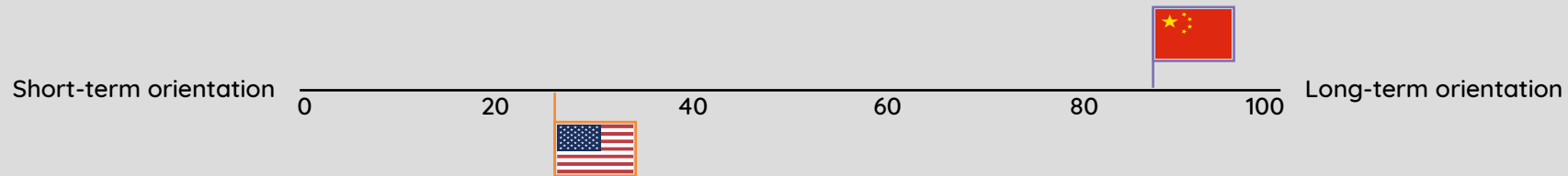


# CHINA COMPARED TO UNITED STATES ON LONG-TERM ORIENTATION

## Country to country comparison

With a very high score of 87, Chinese culture is shown to be highly pragmatic. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context, and time. They show an ability to adapt traditions easily to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results.

Difference China and United States: 61



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Colleague

- Don't ask 'why' too often, the focus is on what and how
- New information will be synthesized and checked for utility
- Focus will be put on long-term results
- Perseverance toward results which cannot be readily achieved
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- People are more willing to compromise if they feel respected; it is not about right or wrong, but about a good relationship

### Superior

- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose

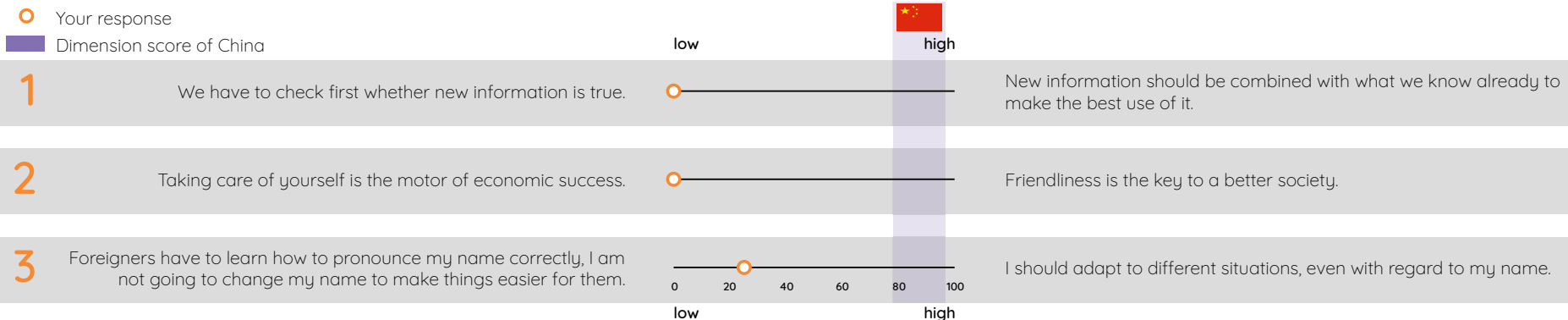




# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

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

In comparison to other respondents, your score on long-term orientation is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



## When working with people from China as a:

### Subordinate

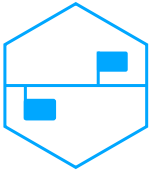
- 1 You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.
- 2 You may get frustrated by the amount of time and energy management invests in creating and maintaining pleasant human relations or instead in not showing any concern for the welfare of their workers.
- 3 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.

### Colleague

- 1 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.
- 2 You may wonder why your colleagues express themselves in such a humble way, seemingly being void of any nationalistic feelings.
- 3 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.

### Superior

- 1 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.
- 2 You may get frustrated by the amount of time and energy you are told to invest in creating and maintaining pleasant human relations given the way your local competitors are treating their people.
- 3 You may get upset once you have found out that your colleagues will so easily copy your know-how to their own advantage without respecting intellectual property rights.

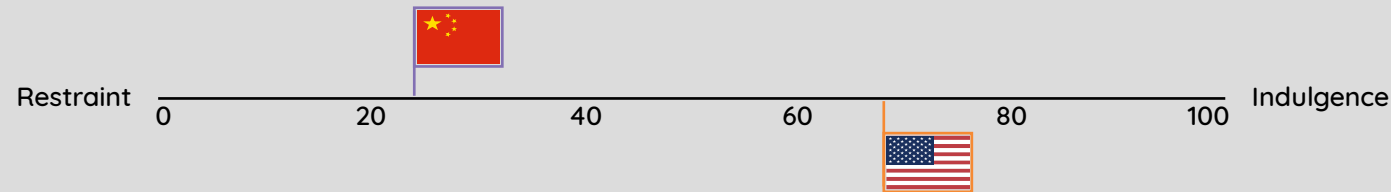


# CHINA COMPARED TO UNITED STATES ON INDULGENCE

## Country to country comparison

The low score of 24 in this dimension shows that China has a culture of restraint. Restrained societies have a tendency toward cynicism and pessimism. Also, they do not put much emphasis on leisure time and control the gratification of their desires. People have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong.

Difference China and United States: 44



## When working in a country that is more restrained (lower IVR) than you're used to:

### Subordinate

- Managers are less approachable than what you are used to
- It will be more difficult to get constructive feedback
- Maintaining order will likely have a high priority for your manager; avoid anything that may appear chaotic

### Colleague

- Colleagues may be less eager to go out for after work drinks
- Communication can be restricted to the minimum necessary
- Your local colleagues may not be very open to foreigners in general
- Gender roles are more strictly prescribed

### Superior

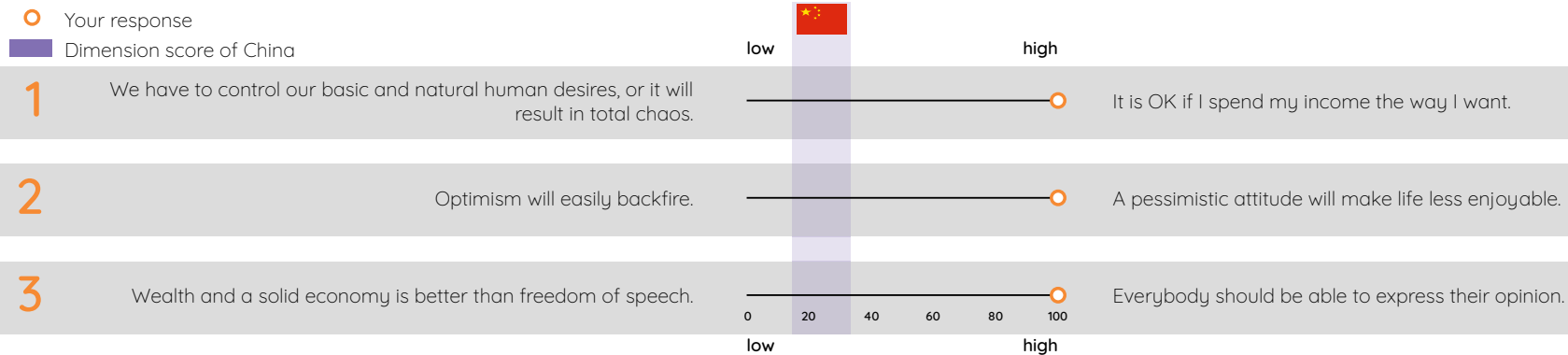
- You may need to encourage people in different ways to be participative
- Subordinates are unlikely to express their state of mind through facial expressions
- Being thrifty is of higher importance, thus you may need to encourage people to spend money
- Expect cynicism among employees



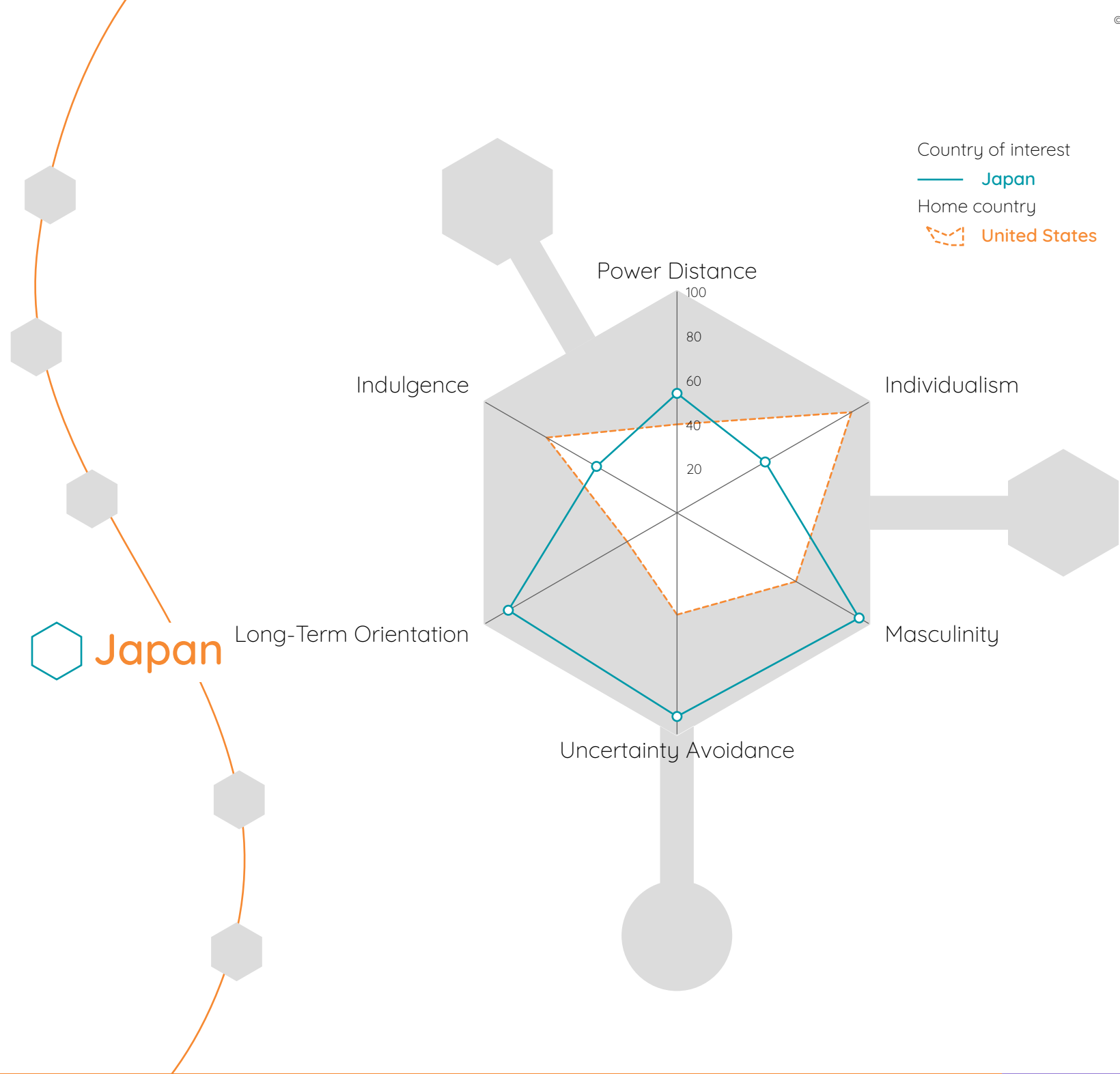
# YOUR PERSONAL FEEDBACK ON INDULGENCE

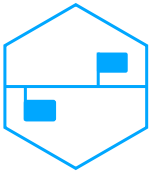
Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on indulgence is 81. This means that 81% of respondents have lower or the same score as you, and 19% of respondents have higher score. Your personal preferences that differ most from the dimension score of China are presented below.



For this latest dimension we cannot yet provide personal feedback.



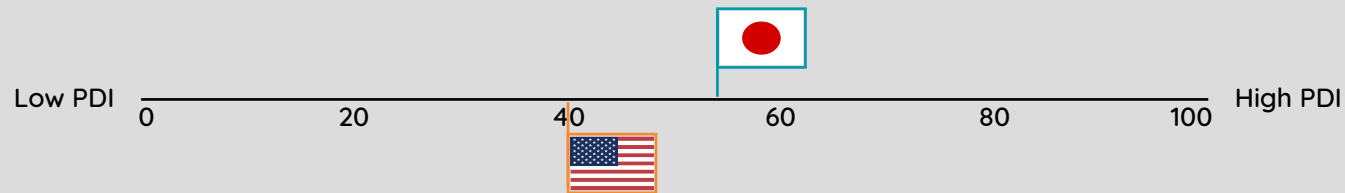


# JAPAN COMPARED TO UNITED STATES ON POWER DISTANCE

## Country to country comparison

With an intermediate score of 54, Japan shows no clear preference in this dimension.

Difference Japan and United States: 14



## When working in a country that is much more authoritarian (higher PDI) than you're used to:

### Subordinate

- Show respect to any person senior in rank or age, and use the appropriate title
- Superiors are less accessible (closed doors)
- You are given clear instructions about what to do and how to do it, don't take initiative
- Expect your work to be inspected
- Don't volunteer to give negative feedback to your superior
- Don't offer opinions, ask questions, or express disagreement during a discussion or meeting. Do it after the meeting, informally and in private
- Promotions depend on seniority and experience, not necessarily on performance and achievement
- Information is power, it is provided on a "need-to-know" basis

### Colleague

- Show respect to any person senior in rank or age, and use the appropriate title
- People are likely to take less initiative; they will only act upon the mandate of their direct superior
- In meetings people don't tend to offer opinions, ask questions, nor express disagreement during the discussion. They will do that after the meeting, in private and informally
- Don't expect a free flow of information
- Information is power, so people communicate on "a need-to-know" basis only
- Superiors are less accessible (closed doors)
- Expect your work to be inspected

### Superior

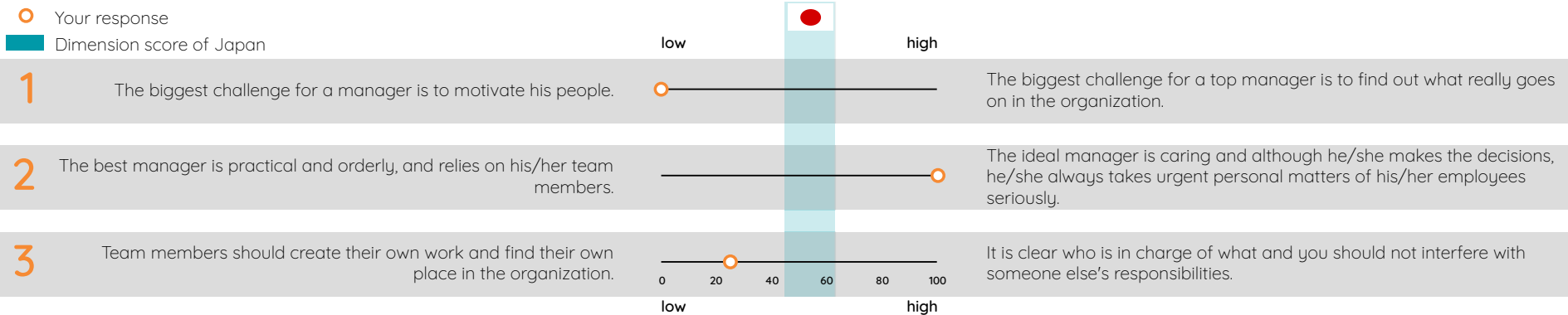
- Show respect to any person senior in rank or age, and use the appropriate title
- People will tell you good news only - Invest a lot of energy in finding out what really goes wrong
- Give clear and explicit direction to your team members, do not expect initiative to be taken
- Information is power - communication is provided on a "need-to-know" basis
- Inspect the work being done; people will respect what you inspect
- Promotions depend more upon seniority and experience - not necessarily upon performance and achievement
- Decision-making is centralized
- Expect to be judged on who you are, not on what you do



# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

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

In comparison to other respondents, your score on power distance is 33. This means that 33% of respondents have lower or the same score as you, and 67% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.



## When working with people from Japan as a:

### Subordinate

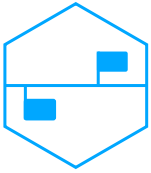
- 1 You may get the feeling that some of your colleagues are spying on you on behalf of the manager concerned.
- 2 You may get demotivated when you have found out that your direct boss is neither interested in the situation you find yourself in here and now, nor in the situation your family finds itself in back home.
- 3 You may get the feeling that your superior doesn't trust you by not giving you enough authority.

### Colleague

- 1 You have to make sure that your colleagues don't get the feeling that you spy on them on behalf of your superiors.
- 2 You may get the feeling that your colleagues are very opinionated without asking themselves what it is that the superior wants to be done.
- 3 You may take too much initiative in the eyes of your colleagues which may create resentment.

### Superior

- 1 You may not know what really happens in your organization by not creating long lasting trust relationships and/or by lacking trustworthy informants.
- 2 You may get the feeling that your subordinates don't appreciate the fact that you show interest in their personal life.
- 3 You may demotivate your subordinates if you are not giving sufficient guidance to them.

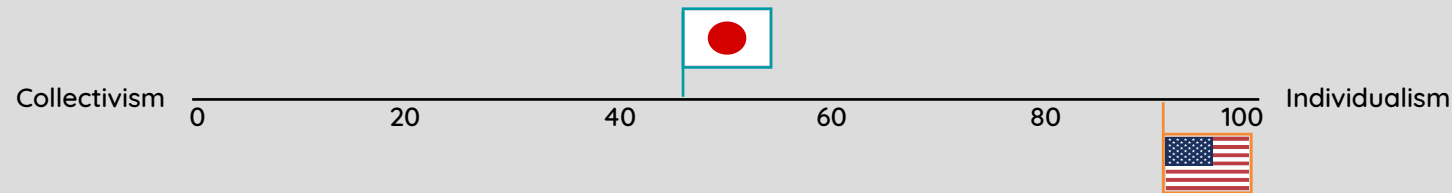


# JAPAN COMPARED TO UNITED STATES ON INDIVIDUALISM

## Country to country comparison

With an intermediate score of 46, Japan does not indicate a strong preference to either end of the scale.

Difference Japan and United States: 45



When working in a country that is much more collectivistic (lower IDV) than you're used to:

### Subordinate

- Focus on relationship over task: Invest in building relationships to establish trust
- Communication is implicit and indirect
- Praise and criticism is most likely directed to a team rather than individuals and expressed carefully
- Don't express your personal opinion; opinions are predetermined by the in-group
- Do not criticize or gainsay your manager
- You can expect your organization to act in your interest and to be responsible for your career (reciprocal loyalty)
- Promotion is based on loyalty and seniority
- When making mistakes people lose face, having damaged the group's standing

### Colleague

- Focus on relationship over task: Invest in building relationships to establish trust
- Don't criticize individuals in public; do it privately in an indirect way so they don't feel they lose face
- In-group members are fully trusted, there's mistrust towards people outside the group. If teams members are from different "in-groups", trust and relationships needs to be developed
- People will tell you what you want to hear in order to perpetuate harmony and face; double-check information by asking questions that the other party is not able to answer with yes/no
- When making mistakes people lose face, having damaged the group's standing

### Superior

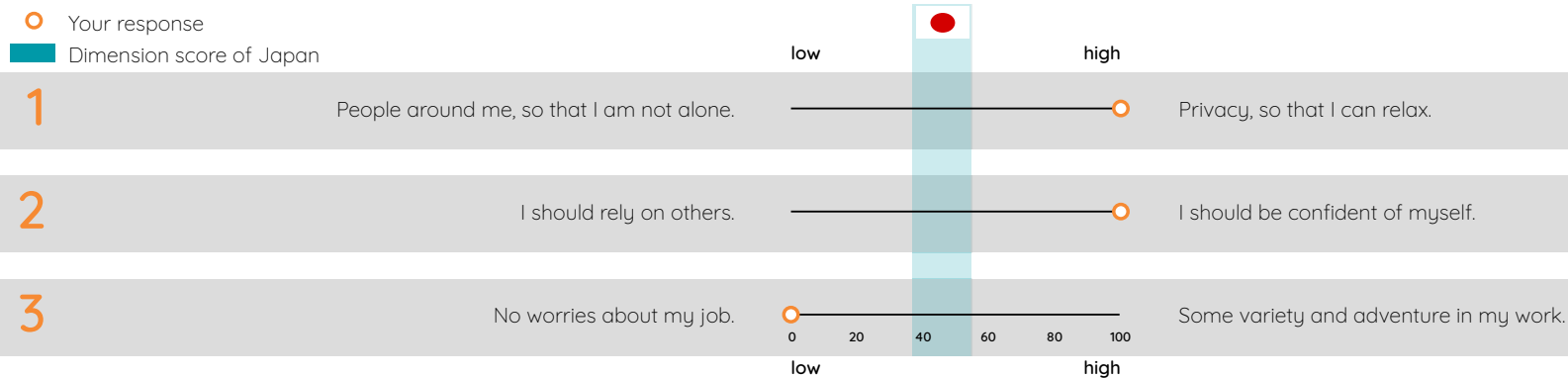
- Focus on relationship over task: Invest in relationships to build trust
- Employees expect their organization to act in their interest and to be responsible for their career (reciprocal loyalty)
- Communication is implicit and subtle
- Employees will tell you what you want to hear to perpetuate harmony and face; invest a lot of energy in finding out what goes wrong
- Don't criticize individuals in public; do it privately in an indirect way so they don't feel they lose face
- Motivation is achieved through group success; reward and praise the team
- Promotion is based on loyalty and seniority
- People openly favor close relations or group members over others



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

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

In comparison to other respondents, your score on individualism is 42. This means that 42% of respondents have lower or the same score as you, and 58% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.



## When working with people from Japan as a:

### Subordinate

- 1 You may suffer hardship either because nobody leaves you alone so that you have no privacy or because you become lonely because nobody wants to deal with you outside work hours.
- 2 You may get "claustrophobic" once you have found out that you cannot do anything unseen.
- 3 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.

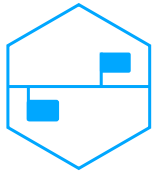
### Colleague

- 1 You may suffer hardship either because nobody leaves you alone so that you have no privacy or because you become lonely as nobody wants to deal with you outside work hours.
- 2 You may get "claustrophobic" once you have found out that you cannot do anything unseen and that your colleagues continuously talk about you behind your back .
- 3 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.

### Superior

- 1 You may demotivate your subordinates by being perceived as cold and aloof.
- 2 You may not know what really happens in your organization by not creating long-lasting trust relationships and/or by lacking trustworthy informants.
- 3 You may demotivate your subordinates by not giving them sufficient challenges, whereas you are only trying to protect them.



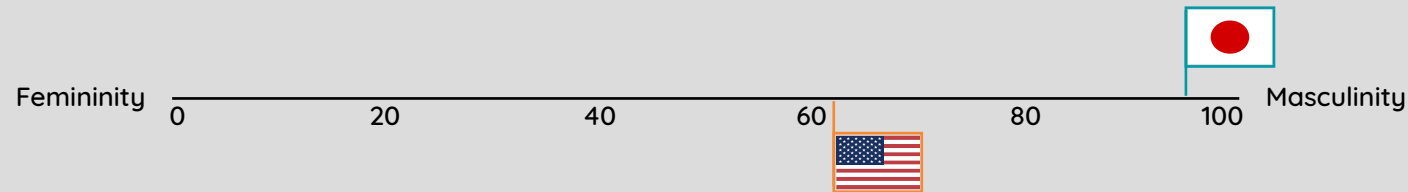


# JAPAN COMPARED TO UNITED STATES ON MASCULINITY

## Country to country comparison

At 95, Japan is a very masculine society - highly success-oriented and driven. Behaviour in school, work, and play are based on the shared values that people should “strive to be the best they can be” and that “the winner takes all”. The emphasis is on equity, competition, and performance. Conflicts are resolved at the individual level by fighting them out, and the goal is to win.

Difference Japan and United States: 33



## When working in a country that is more masculine (higher MAS) than you're used to:

### Subordinate

- Sacrifices in the form of longer work hours, shorter holidays or more travel may be expected from you in order to be successful
- Self-promotion and highlighting your performance may be well received
- Your boss may praise your successes personally and in public
- Your organization may focus development efforts on the successful achievers
- Your boss may aim for clear objectives and targets as performance measures
- Business may be discussed outside of business hours
- Meetings may be more "to the point"

### Colleague

- Your colleagues may be focused on business; asking personal questions in business situations may be less appreciated
- Meetings may be more "to the point"
- Decisions may sometimes be arrived at by taking a vote after shorter discussion instead of aiming for full consensus, which may delay implementation
- Business may be discussed outside of business hours
- Your team members may emphasize their personal performance and success more than you are used to
- Competition between team members may occur, offsetting cooperation

### Superior

- Business may be discussed outside of business hours
- Privileges (promotion, money, etc.) and competition may be more of a motivator than you are used to
- Performance measurement and management may be expected to be based on formalized assessment instruments, which set and reward fix targets based on individual accomplishments
- Personnel development may be expected to be focus more on successful people to make them even more successful
- Emphasizing your personal success more than you are used to may be well received
- Meetings may be more "to the point"



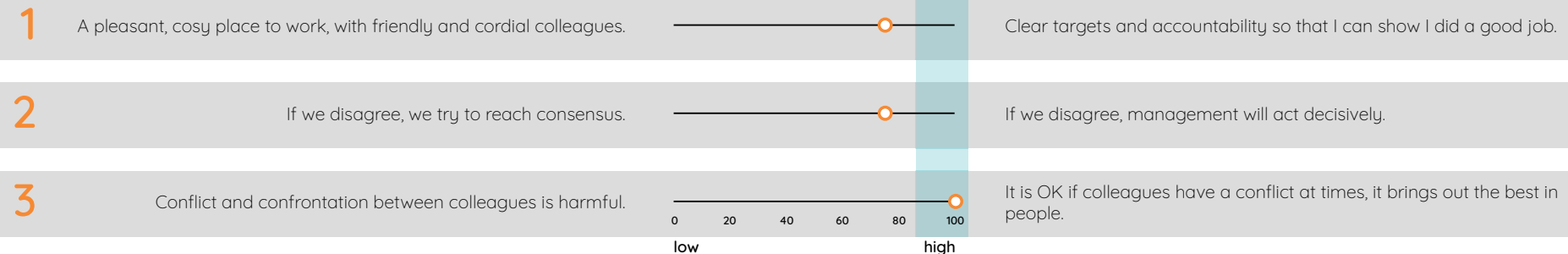
# YOUR PERSONAL FEEDBACK ON MASCULINITY

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

In comparison to other respondents, your score on masculinity is 100. This means that 100% of respondents have lower or the same score as you, and 0% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.

○ Your response

■ Dimension score of Japan



## When working with people from Japan as a:

### Subordinate

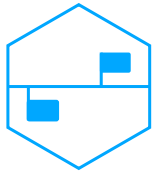
- 1 You may get surprised if and when your local colleagues seem to enjoy very precise targets which they are supposed to realize, instead of just being told to do their utmost best.
- 2 You may get worried that, in case of disagreement, the parties concerned have a tendency to start polarising instead of looking for a mutual solution.
- 3 You may get annoyed that your colleagues seem to try to avoid conflicts at all costs, unless they really cannot be avoided. In the latter case they may then fester for a long time.

### Colleague

- 1 You may get surprised if and when your colleagues seem to enjoy the challenge of meeting very precise targets, instead of just being told that they have to do their utmost best.
- 2 You may get worried that in case of disagreement parties concerned have a tendency to start polarising instead of looking for a mutual solution.
- 3 You may get annoyed that your colleagues try to avoid conflicts, unless they can really not be avoided. In the latter case they may then fester for a long time.

### Superior

- 1 You may get annoyed by the fact that your colleagues want you to come up with such precise targets that everybody knows that these can never be fully met.
- 2 You may not like the expectations your subordinates have, i.e. being decisive and then selling your decision to them.
- 3 You may get annoyed by the fact that your colleagues try to stop you if you want to confront somebody head on.



# JAPAN COMPARED TO UNITED STATES ON UNCERTAINTY AVOIDANCE

## Country to country comparison

At 92, Japan scores very high on uncertainty avoidance, demonstrating that as a nation they seek mechanisms to avoid ambiguity. People do not readily accept change and are very risk adverse. They maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. To minimize the level of uncertainty, there is an emotional need for strict rules, laws, policies, and regulations.

Difference Japan and United States: 46



When working in a country that is much more uncertainty avoiding (stronger UAI) than you're used to:

### Subordinate

- People have an inner urge to work hard
- People expect punctuality
- Conflicts and competition are considered undesirable as they lead to unpredictability
- Your boss can express his frustration through showing strong emotions
- Your boss will most likely be a subject matter expert who will have all the answers ready to your questions
- Don't expect new ideas, ways or methods to be readily appreciated; provide details to help foster confidence in them
- In order to take a decision, your boss expects detailed information and an in-depth plan
- Expect your work to be examined in detail and present facts and statistics to back it up
- Subject matter experts are trusted and well-respected

### Colleague

- People expect punctuality
- People have an inner urge to work hard
- Don't expect new ideas, ways or methods to be readily appreciated; provide details to help foster confidence in them
- Detailed project plans are made and followed, leading to inflexibility in adapting to new situations
- Subject matter experts are trusted and well-respected
- Communication is "sender-oriented" - the receiver should try to understand what the expert is saying about the subject
- Conflicts and competition lead to unpredictability and are therefore considered undesirable

### Superior

- The ideal leader is a subject matter expert
- Communication is "sender-oriented"; i.e. the receiver should understand what the expert is saying
- Risk management is important; have contingency plans ready
- Conflicts and competition create unpredictability and are therefore considered undesirable
- Allow for emotional stress valves
- Don't expect new ideas, ways or methods to be readily appreciated. Provide details on the initiative to help foster confidence in it
- Your employees will expect you to have all answers as you are the expert
- People prefer rules and structure to manage and control uncertainties and ambiguities
- Create structure and predictability



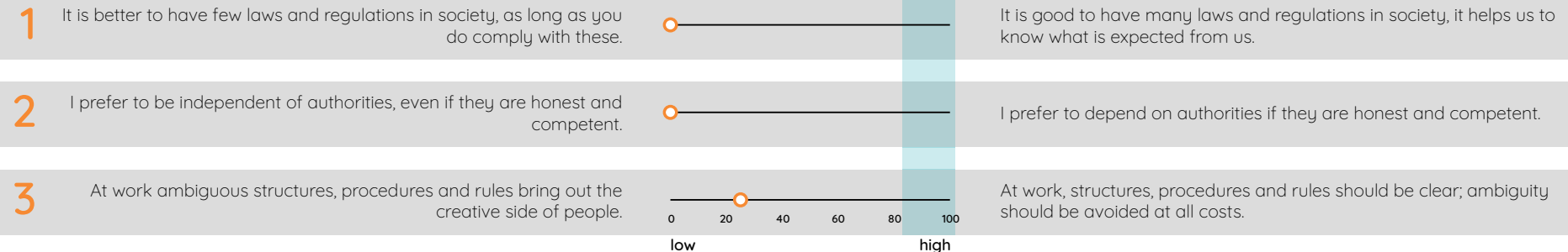
# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

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

In comparison to other respondents, your score on uncertainty avoidance is 63. This means that 63% of respondents have lower or the same score as you, and 37% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.

○ Your response

■ Dimension score of Japan



## When working with people from Japan as a:

### Subordinate

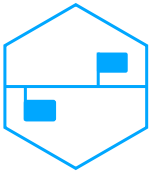
- 1 You may get bewildered by all the rules you are directly or indirectly told to follow, irrespective of whether these are formal or informal rules and regardless of whether people are really complying with these rules or not.
- 2 You may get demotivated by your general manager, who may behave as if s/he knows it all and by profiling him- or herself as the authority.
- 3 You may get demotivated as you don't get a lot of leeway to do your own thing. You may feel imprisoned by all the structure, procedures and rules imposed on you.

### Colleague

- 1 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.
- 2 Your colleagues may think you are wasting resources by spending a considerable amount of time to prepare yourself well before e.g. entering a meeting or before starting a new task..
- 3 You may start to feel demotivated as you don't get a lot of leeway to do your own thing. You may feel imprisoned by all the structure, procedures and rules imposed on you.

### Superior

- 1 You may demotivate your subordinates by being so lukewarm about the importance of rules.
- 2 You may not profile yourself as a strong authority in the field of your operations, which may demotivate your colleagues.
- 3 You may demotivate your colleagues by not creating sufficient structure, procedures and rules.

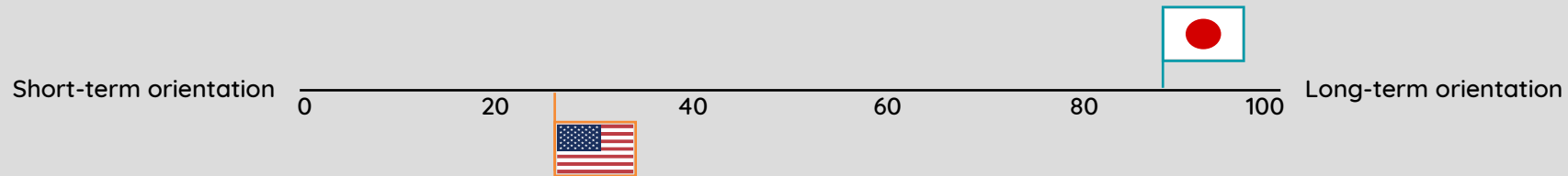


# JAPAN COMPARED TO UNITED STATES ON LONG-TERM ORIENTATION

## Country to country comparison

With a very high score of 88, Japanese culture is shown to be highly pragmatic. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context, and time. They show an ability to adapt traditions easily to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results.

Difference Japan and United States: 62



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Colleague

- Don't ask 'why' too often, the focus is on what and how
- New information will be synthesized and checked for utility
- Focus will be put on long-term results
- Perseverance toward results which cannot be readily achieved
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- People are more willing to compromise if they feel respected; it is not about right or wrong, but about a good relationship

### Superior

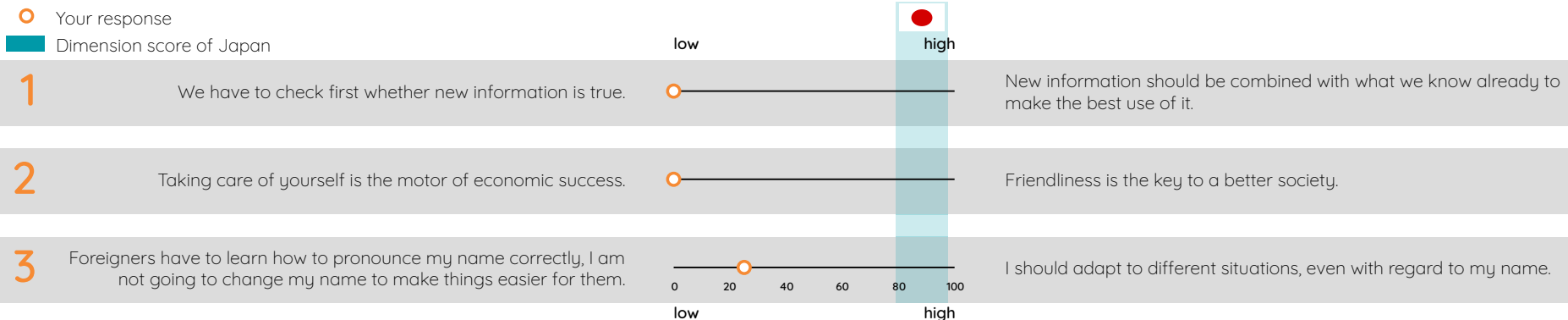
- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose



# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

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

In comparison to other respondents, your score on long-term orientation is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.



## When working with people from Japan as a:

### Subordinate

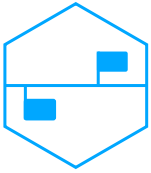
- 1 You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.
- 2 You may get frustrated by the amount of time and energy management invests in creating and maintaining pleasant human relations or instead in not showing any concern for the welfare of their workers.
- 3 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.

### Colleague

- 1 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.
- 2 You may wonder why your colleagues express themselves in such a humble way, seemingly being void of any nationalistic feelings.
- 3 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.

### Superior

- 1 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.
- 2 You may get frustrated by the amount of time and energy you are told to invest in creating and maintaining pleasant human relations given the way your local competitors are treating their people.
- 3 You may get upset once you have found out that your colleagues will so easily copy your know-how to their own advantage without respecting intellectual property rights.

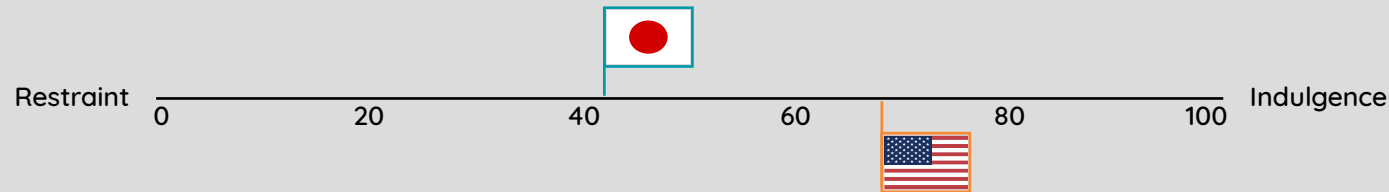


# JAPAN COMPARED TO UNITED STATES ON INDULGENCE

## Country to country comparison

Japan's relatively low score of 42 indicates that its culture tends toward restraint rather than Indulgence. Restrained societies have a tendency toward cynicism and pessimism. Also, they do not put much emphasis on leisure time and control the gratification of their desires. Their actions are restrained by social norms and they feel that indulging themselves is somewhat wrong.

Difference Japan and United States: 26



## When working in a country that is more restrained (lower IVR) than you're used to:

### Subordinate

- Managers are less approachable than what you are used to
- It will be more difficult to get constructive feedback
- Maintaining order will likely have a high priority for your manager; avoid anything that may appear chaotic

### Colleague

- Colleagues may be less eager to go out for after work drinks
- Communication can be restricted to the minimum necessary
- Your local colleagues may not be very open to foreigners in general
- Gender roles are more strictly prescribed

### Superior

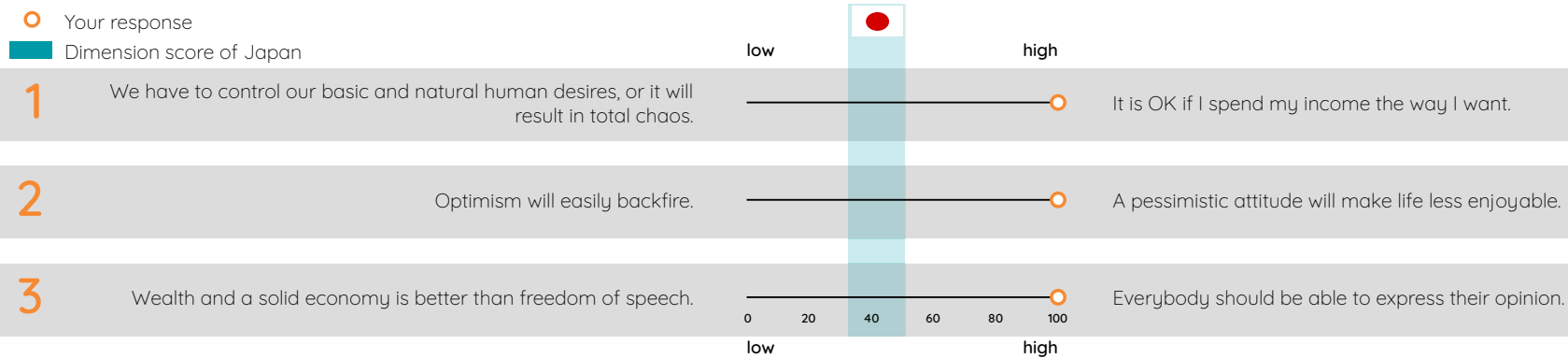
- You may need to encourage people in different ways to be participative
- Subordinates are unlikely to express their state of mind through facial expressions
- Being thrifty is of higher importance, thus you may need to encourage people to spend money
- Expect cynicism among employees



# YOUR PERSONAL FEEDBACK ON INDULGENCE

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

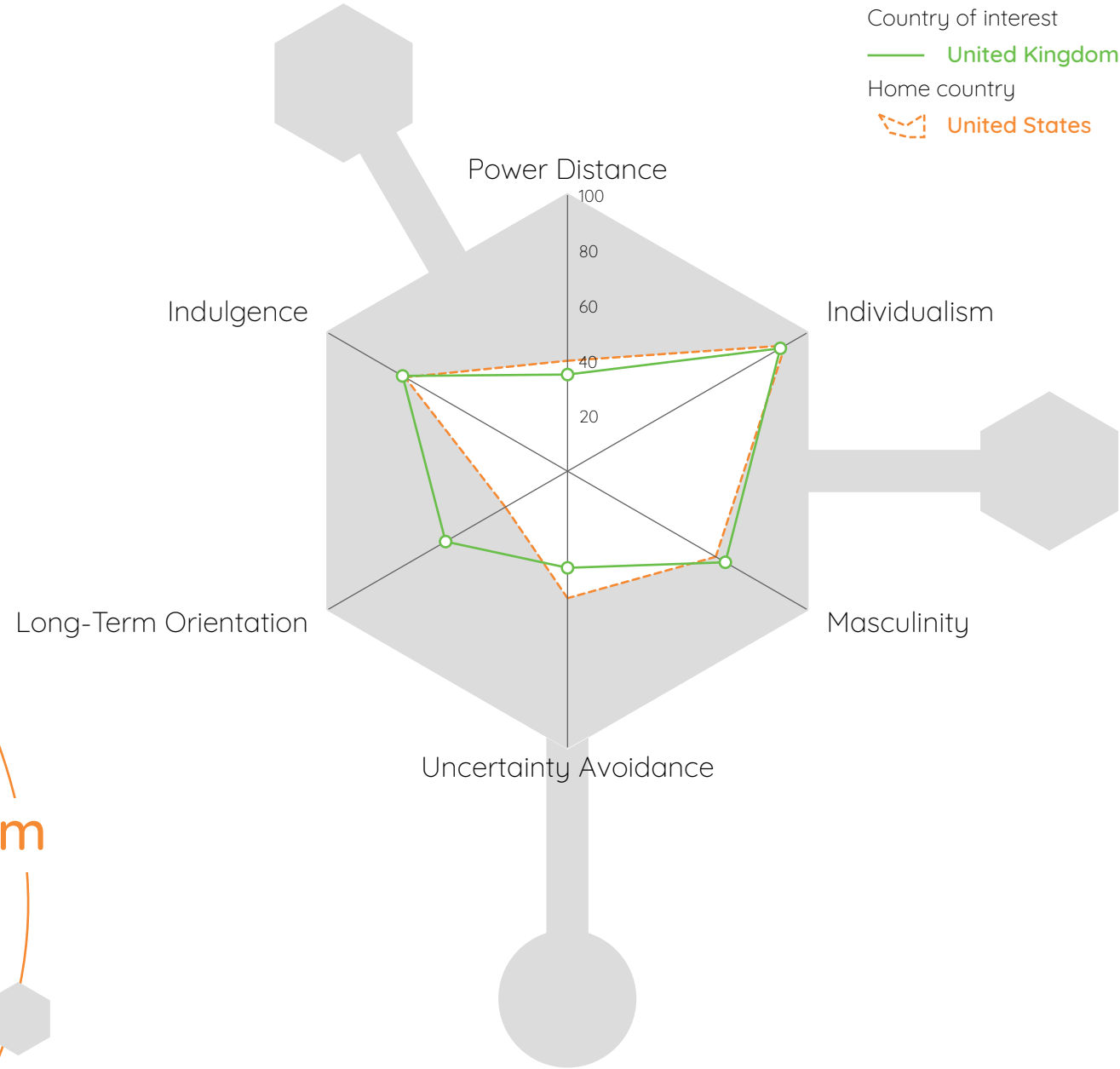
In comparison to other respondents, your score on indulgence is 81. This means that 81% of respondents have lower or the same score as you, and 19% of respondents have higher score. Your personal preferences that differ most from the dimension score of Japan are presented below.



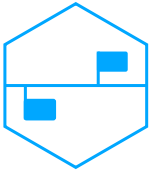
For this latest dimension we cannot yet provide personal feedback.



Country of interest  
— United Kingdom  
Home country  
- - - United States



 **United Kingdom**

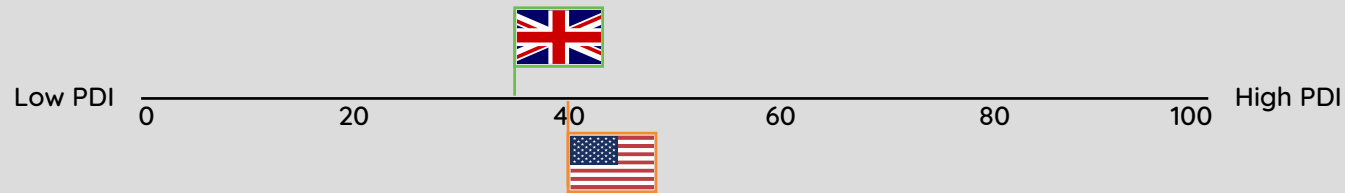


# UNITED KINGDOM COMPARED TO UNITED STATES ON POWER DISTANCE

## Country to country comparison

At 35, United Kingdom scores in the low rankings of PDI. This characterizes a society that believes that inequalities amongst people should be minimized. This result in hierarchies established for convenience only, and decentralised power. Communication is informal, direct and participative.

Difference United Kingdom and United States: 5



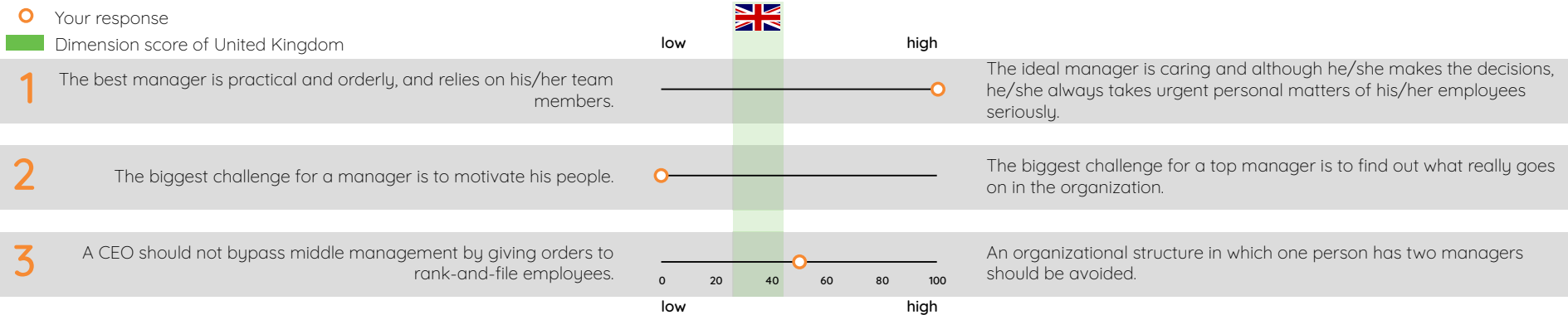
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

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

In comparison to other respondents, your score on power distance is 33. This means that 33% of respondents have lower or the same score as you, and 67% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



When working with people from United Kingdom as a:

## Subordinate

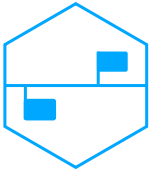
- 1 You may get demotivated when you have found out that your direct boss is neither interested in the situation you find yourself in here and now, nor in the situation your family finds itself in back home.
- 2 You may get the feeling that some of your colleagues are spying on you on behalf of the manager concerned.
- 3 You may not like the fact that management created a messy situation by forcing you to report to two different bosses. It is hard to know to whom you have to be loyal.

## Colleague

- 1 You may get the feeling that your colleagues are very opinionated without asking themselves what it is that the superior wants to be done.
- 2 You have to make sure that your colleagues don't get the feeling that you spy on them on behalf of your superiors.
- 3 You may get hurt by the little respect your colleagues pay to their superior(s), implying that you may perceive them as being pretty arrogant.

## Superior

- 1 You may get the feeling that your subordinates don't appreciate the fact that you show interest in their personal life.
- 2 You may not know what really happens in your organization by not creating long lasting trust relationships and/or by lacking trustworthy informants.
- 3 Your subordinates may get the feeling that you want be too much in control, which they see as a sign of weakness on your side.

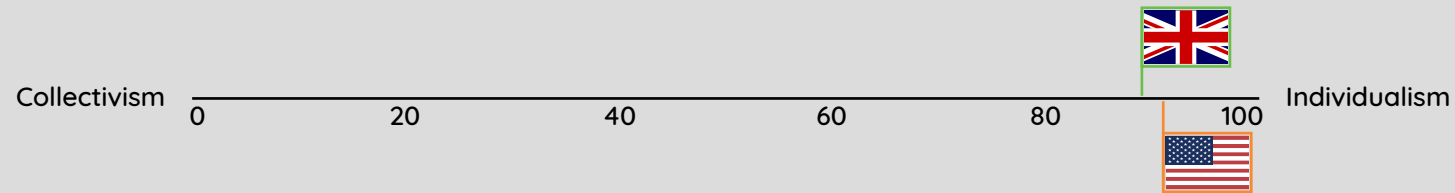


# UNITED KINGDOM COMPARED TO UNITED STATES ON INDIVIDUALISM

## Country to country comparison

United Kingdom, with a very high score of 89, is a highly individualist culture. This translates into a loosely-knit society in which the expectation is that people look after themselves and their immediate families, rather than belonging to a larger in-group. There is a strong belief in the ideal of self-actualization, thus the route to happiness is through personal fulfillment. In Individualist societies, offense causes guilt and a loss of self-esteem.

Difference United Kingdom and United States: 2



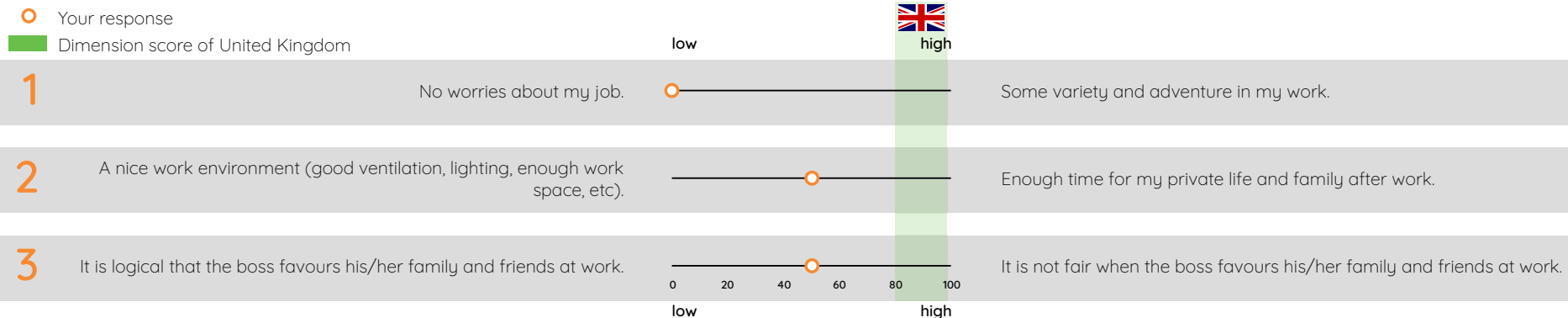
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

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

In comparison to other respondents, your score on individualism is 42. This means that 42% of respondents have lower or the same score as you, and 58% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



When working with people from United Kingdom as a:

## Subordinate

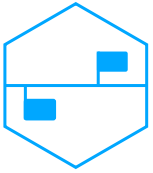
- 1 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.
- 2 You are getting surprised, if not annoyed, by the fact that your colleagues seem to keep their private life so hidden from you.
- 3 You may be surprised to find out that your colleagues don't care necessarily more about their family and friends than about strangers. It even goes sometimes so far that they prefer to employ strangers.

## Colleague

- 1 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.
- 2 You may get surprised if not annoyed by the fact that your colleagues seem to keep their private lives so much hidden away from you.
- 3 You may be surprised to find out that your colleagues don't care necessarily more about their family and friends than about strangers. It even can go that far that they prefer to employ strangers instead of those being emotionally dear to them.

## Superior

- 1 You may demotivate your subordinates by not giving them sufficient challenges, whereas you are only trying to protect them.
- 2 You may demotivate your subordinates by calling upon them outside work hours.
- 3 You are surprised about the negative reactions of your colleagues if and when you want to employ a family member or somebody else from your network back home.

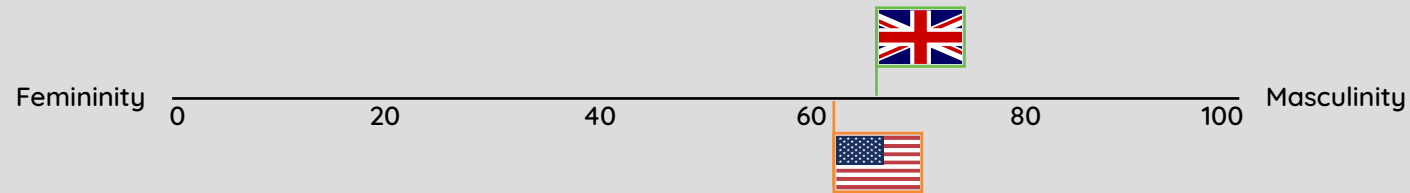


# UNITED KINGDOM COMPARED TO UNITED STATES ON MASCULINITY

## Country to country comparison

At 66, United Kingdom is a masculine society – success-oriented and driven. Behaviour in school, work, and play are based on the shared values that people should “strive to be the best they can be” and that “the winner takes all”. The emphasis is on equity, competition, and performance. Conflicts are resolved at the individual level by fighting them out, and the goal is to win.

Difference United Kingdom and United States: 4



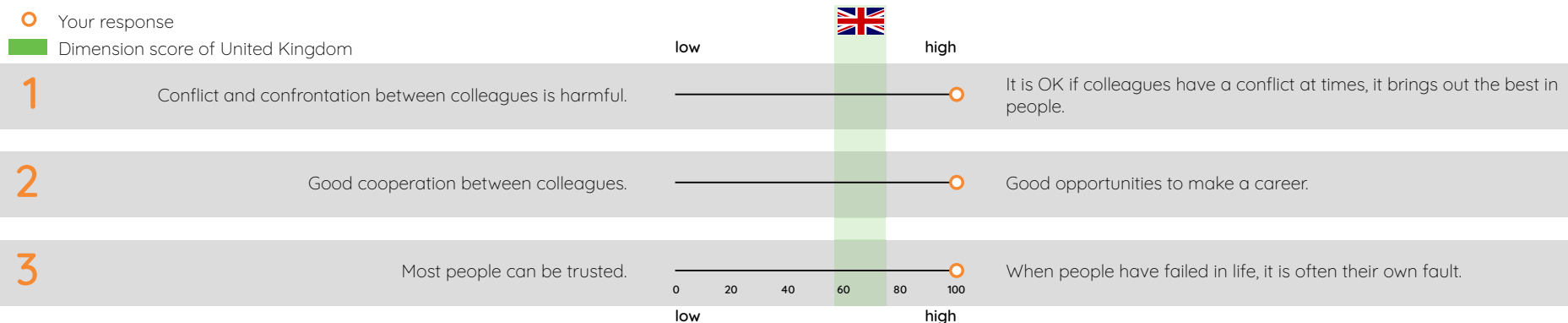
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON MASCULINITY

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

In comparison to other respondents, your score on masculinity is 100. This means that 100% of respondents have lower or the same score as you, and 0% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



When working with people from United Kingdom as a:

## Subordinate

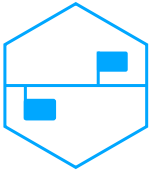
- 1 You may get annoyed that your colleagues seem to try to avoid conflicts at all costs, unless they really cannot be avoided. In the latter case they may then fester for a long time.
- 2 You may get upset by the fact that bosses are so rarely decisive. Instead, everybody is busy in participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may be surprised that colleagues who clearly fail still get so much sympathy and support from their peers.

## Colleague

- 1 You may get annoyed that your colleagues try to avoid conflicts, unless they can really not be avoided. In the latter case they may then fester for a long time.
- 2 You may get upset by the fact that bosses are rarely decisive. Instead everybody is busy participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may be surprised that colleagues who clearly fail still get so much sympathy and support from their peers.

## Superior

- 1 You may get annoyed by the fact that your colleagues try to stop you if you want to confront somebody head on.
- 2 You may get upset by the fact that everybody is continuously busy in participating in meetings to come to a conclusion, which they may change later anyway.
- 3 You may get worried about the sloppiness of your direct subordinates, as if one should not worry about the fact that people will take advantage of you if the opportunity arises.

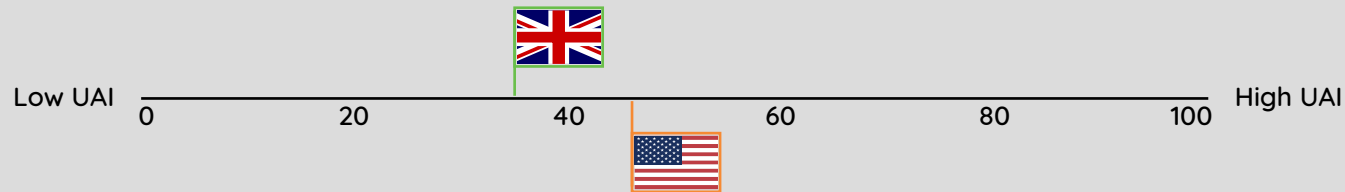


# UNITED KINGDOM COMPARED TO UNITED STATES ON UNCERTAINTY AVOIDANCE

## Country to country comparison

With a low score of 35, British society is very comfortable with ambiguity. Low UAI societies maintain a more relaxed attitude in which deviance from the norm is more easily tolerated. Plans can be altered at short notice and improvisations made. Open to risk-taking, there is a larger degree of acceptance for new ideas, innovative products and a willingness to try something new or different.

Difference United Kingdom and United States: 11



When working in a country that is less uncertainty avoiding (lower UAI) than you're used to:

### Subordinate

- Adaptable generalists may be preferred over experts
- Your boss may define certain project results without rigidly defining the way to get there
- You may be expected to cope with problems as they arise
- Being flexible or open in your approach to new ideas may be appreciated
- You may have to control your emotions; emotional breakouts as a stress valve may not be accepted
- Don't expect too many rules; rules may be adjusted in case they cannot be enforced
- Your boss may not have all the answers
- Conflicts and competition may not be threatening but part of business

### Colleague

- Being flexible or open in your approach to new ideas may be more useful than you are used to
- People may cope with problems as they arise
- Generalists that are able to cope under all circumstances may be preferred
- Communication may be "receiver-oriented" - the expert may need to "translate" ideas to the mindset of the receiver and try to persuade the receiver to see it in his/her way
- There may be less need to plan and structure
- Control your emotions; emotional breakouts as stress valve may not be accepted

### Superior

- The ideal leader may be a generalist and can adapt to all circumstances
- Task areas and future aims, instead of precisely defined tasks and roadmaps may be appreciated; you may not need to have all the answers
- Communication may be "receiver-oriented" - the expert should try to "translate" ideas to the mindset of the receiver and persuade them to see it her way
- Being flexible or open in your approach to new ideas may be normal
- Conflicts and competition may be not threatening but part of business
- Taking unknown risks in order to succeed may be normal
- As few rules as possible may be made and may be changed if they are not working

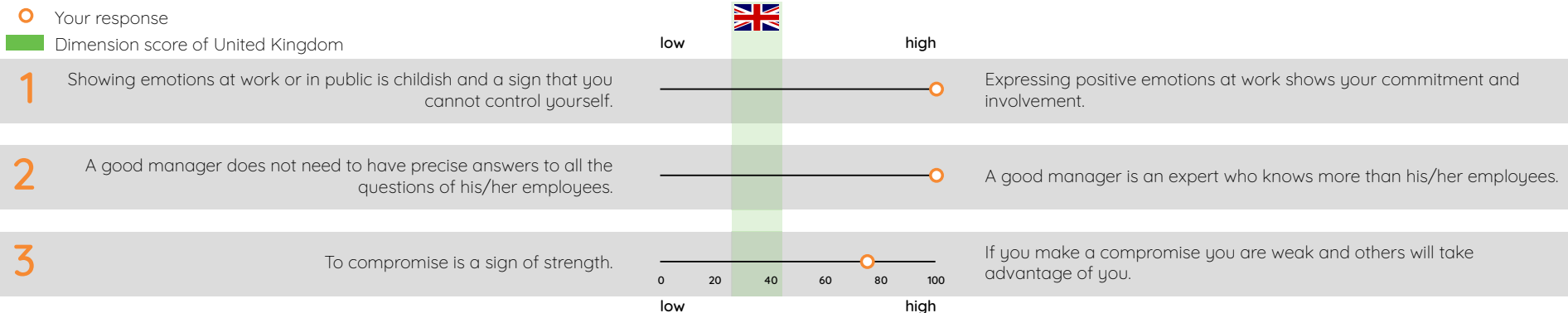




# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

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

In comparison to other respondents, your score on uncertainty avoidance is 63. This means that 63% of respondents have lower or the same score as you, and 37% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



When working with people from United Kingdom as a:

## Subordinate

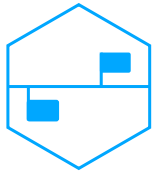
- 1 You may come across as way too emotional which may cause your boss and other colleagues to doubt whether you are really qualified to do the job.
- 2 You may get demotivated by your boss who appears not to be all that knowledgeable, and you may be surprised that this doesn't affect your direct colleagues negatively.
- 3 You may be surprised how easily your counterparts give in, in case of disagreement, which must be a sign of feelings of insecurity.

## Colleague

- 1 You may come across as way too emotional which may cause your colleagues to doubt whether you are really qualified for the job.
- 2 You may get demotivated by your boss who appears not to be all that knowledgeable and you may be surprised that this doesn't affect your direct colleagues negatively.
- 3 You may be surprised how easily your counterparts change their minds, giving you the impression that they are not all that knowledgeable.

## Superior

- 1 You may come across as too emotional which may cause your colleagues to assess your behaviour as rather childish.
- 2 You may demotivate your direct subordinates by questioning too easily whether they know better what to do than you do.
- 3 You may upset your colleagues by being perceived as somebody who tries to push through your own ideas at whatever price.

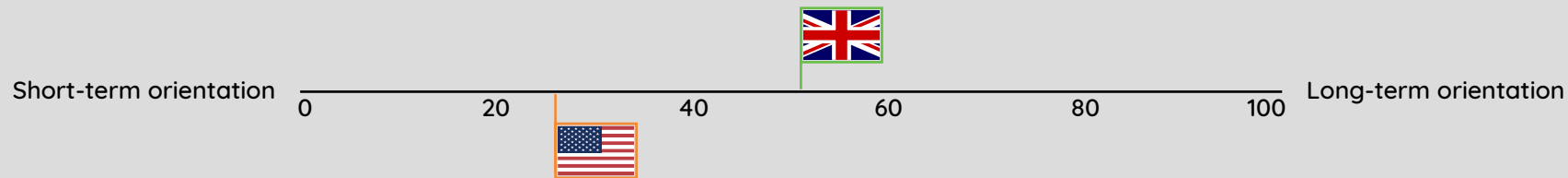


# UNITED KINGDOM COMPARED TO UNITED STATES ON LONG-TERM ORIENTATION

## Country to country comparison

With an intermediate score of 51 on this dimension, no clear preference can be determined for United Kingdom.

Difference United Kingdom and United States: 25



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Colleague

- Don't ask 'why' too often, the focus is on what and how
- New information will be synthesized and checked for utility
- Focus will be put on long-term results
- Perseverance toward results which cannot be readily achieved
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- People are more willing to compromise if they feel respected; it is not about right or wrong, but about a good relationship

### Superior

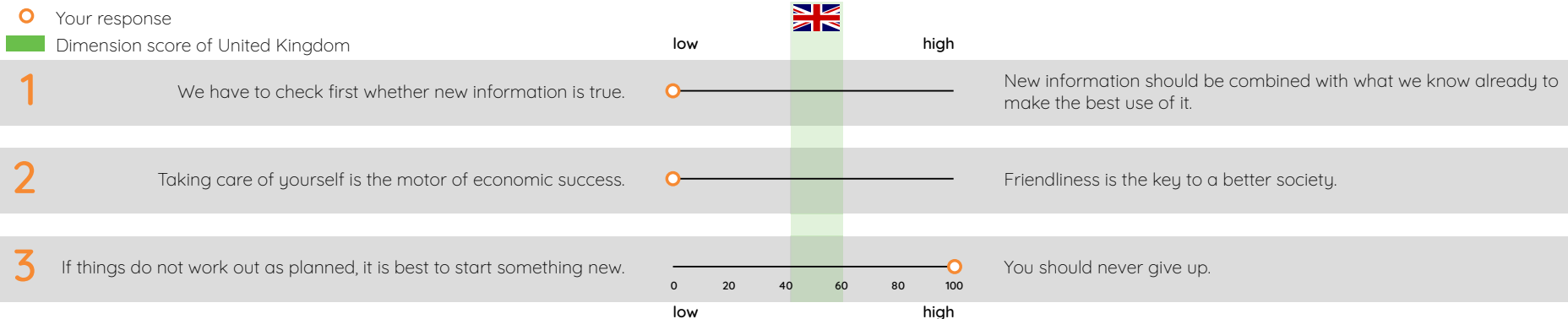
- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose



# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

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

In comparison to other respondents, your score on long-term orientation is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



When working with people from United Kingdom as a:

## Subordinate

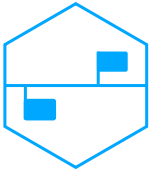
- 1 You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.
- 2 You may get frustrated by the amount of time and energy management invests in creating and maintaining pleasant human relations or instead in not showing any concern for the welfare of their workers.
- 3 You may get upset about the short-term perspective with which your colleagues go about their business. They too easily seem to give up if they are not successful in the short run.

## Colleague

- 1 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.
- 2 You may wonder why your colleagues express themselves in such a humble way, seemingly being void of any nationalistic feelings.
- 3 You may get upset about the short term perspective with which your colleagues go about their business. They too easily seem to give up if they are not successful in the short run.

## Superior

- 1 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.
- 2 You may get frustrated by the amount of time and energy you are told to invest in creating and maintaining pleasant human relations given the way your local competitors are treating their people.
- 3 You may get upset about the short-term perspective with which your colleagues go about their business. They seem to give up too easily if they are not successful in the short run.

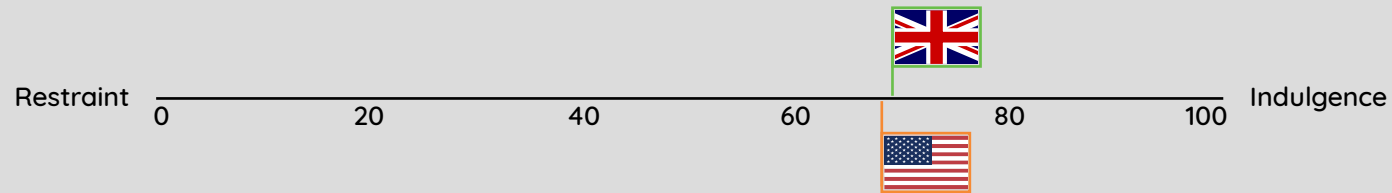


# UNITED KINGDOM COMPARED TO UNITED STATES ON INDULGENCE

## Country to country comparison

United Kingdom's high score of 69, indicates that its culture is one of indulgence. People in indulgent societies generally exhibit a willingness to realize their impulses and desires regarding enjoying life and having fun. They have a tendency towards optimism. In addition, they place a higher degree of importance on leisure time and spend money as they wish.

Difference United Kingdom and United States: 1



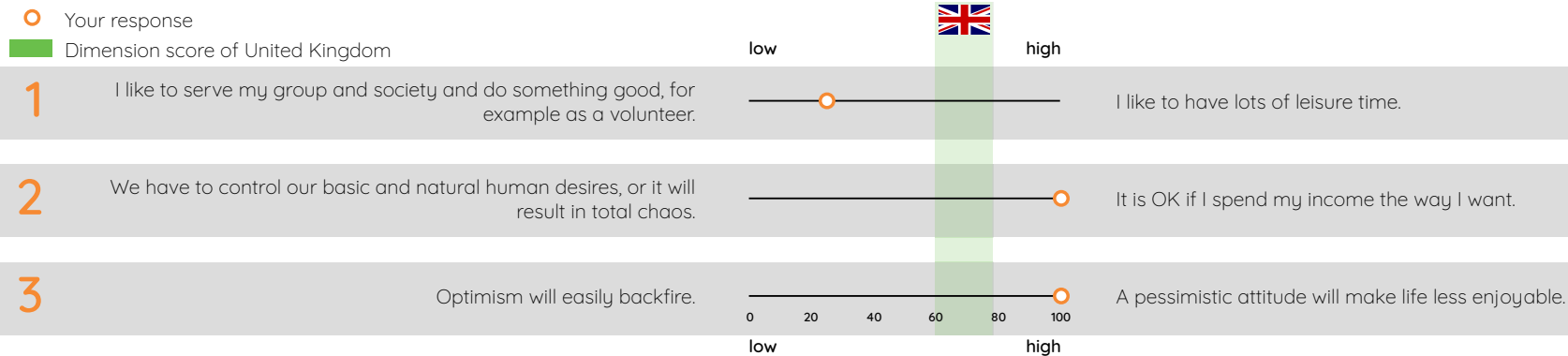
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON INDULGENCE

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

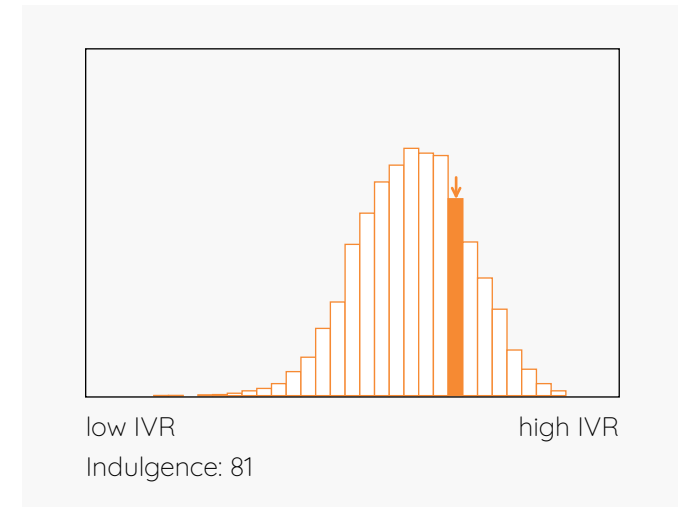
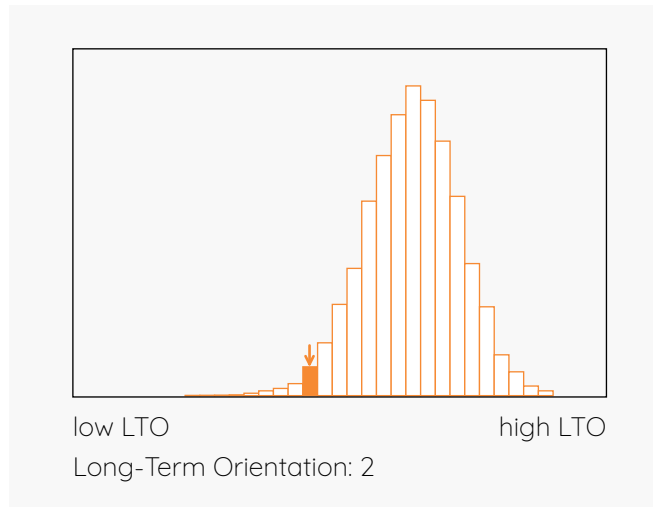
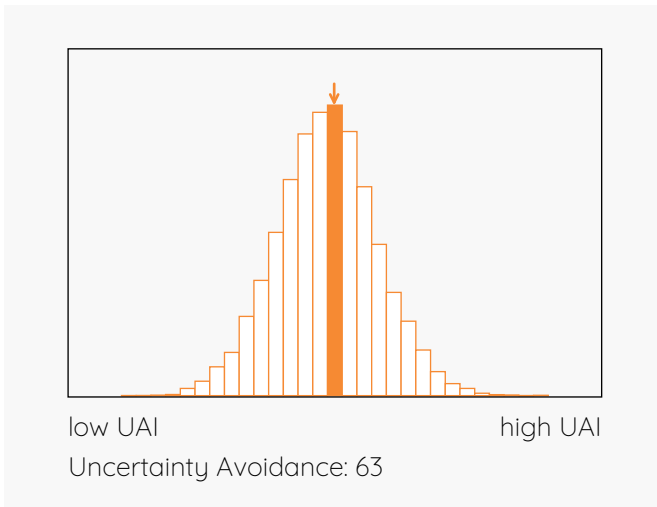
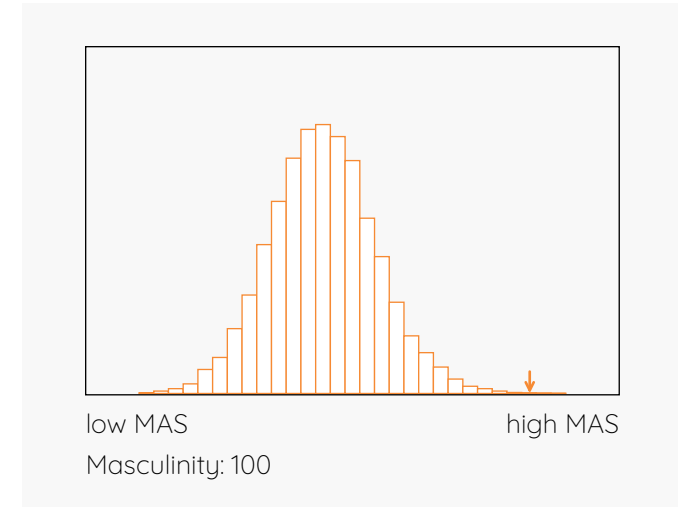
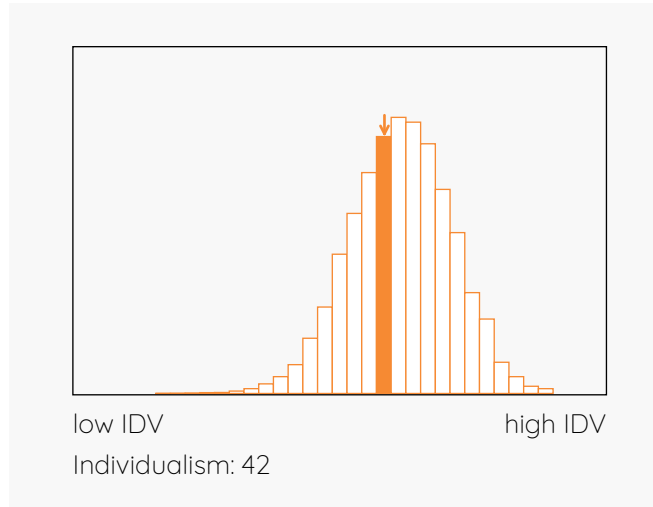
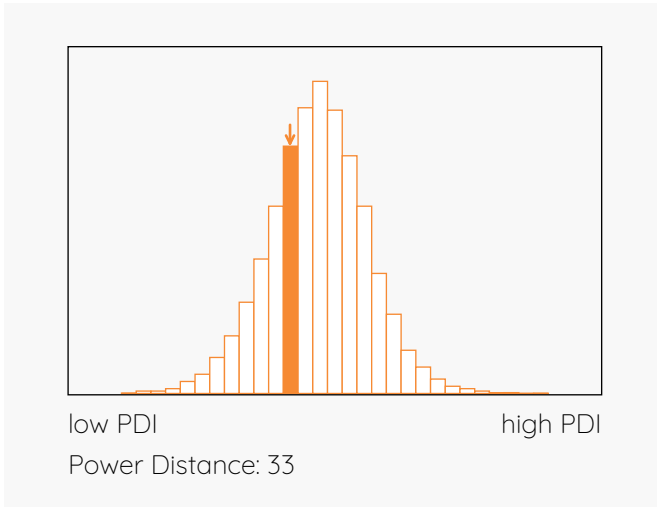
In comparison to other respondents, your score on indulgence is 81. This means that 81% of respondents have lower or the same score as you, and 19% of respondents have higher score. Your personal preferences that differ most from the dimension score of United Kingdom are presented below.



For this latest dimension we cannot yet provide personal feedback.

# YOUR PROFILE IN DETAIL

The charts below shows your score per dimension in comparison to a representative sample of the world's population.<sup>1</sup>



<sup>1</sup> 30 000 Respondents

# 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?

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 score corresponds to **your average answers on all 7 survey questions that belong to one dimension, relative to all other respondents** that have ever filled in the survey.

Statistically speaking, it's the percentile rank of your average answers compared to all other respondents.

?

Why don't you show my personal score and the country score in the same chart for easy comparison?

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 behaviour.

?

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.



### Go Further

What do we mean by "culture"?

[Read the article](#)

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 optimise performances worldwide.

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