

Hofstede's dimensions

- **Power distance** – This is the extent to which a society expects a high degree of power difference between levels in an organisation. A high score reflects a belief in an established hierarchy, while a low score reflects a belief in equal rights.
- **Uncertainty avoidance** – This is the extent to which society willingly accepts ambiguity and risk. High score societies are risk averse.
- **Individualism (as opposed to collectivism)** – Societies high on this emphasise the role of the individual and expect people to take care of themselves and their immediate family. Low score societies are more concerned with the greater good of the group.
- **Masculinity** – A high score here reflects a society that holds values that in the West were traditionally male – competitiveness, assertiveness, ambition and concern for material possessions. A low score society would reflect a more nurturing orientation, emphasising consideration of others.

New

Long term orientation - The long term orientation dimension is closely related to the teachings of Confucius and can be interpreted as dealing with society's search for, the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional-historical short term point of view.