

**TABLE 2.3** *Individualistic and Collectivistic Cultures*

<i>Individualism</i>	<i>Collectivism</i>
<b>Major Characteristics</b>	
Focus on individuals' goals	Focus on group's goals
"I" identity emphasized	"We" identity emphasized
Universalistic	Particularistic
Many ingroups influence behavior	Few ingroups influence behavior
Little difference between ingroup and outgroup communication	Large differences between ingroup and outgroup communication
<b>Individual Level</b>	
Idiocentric personalities	Allocentric personalities
Value stimulation, hedonism, power, self-direction	Value traditions, conformity, benevolence
Independent self construal	Interdependent self construal
<b>Communication</b>	
Low-context messages: direct, precise, clear	High-context messages: indirect, ambiguous, implicit
<b>Example Cultures*</b>	
Australia	Argentina
England	Brazil
Belgium	China
Canada	Egypt
Denmark	Ethiopia
France	Greece
Germany	Guatemala
Ireland	India
Italy	Japan
New Zealand	Korea
Sweden	Mexico
United States	Saudi Arabia

\*Example cultures are based on predominate tendencies (Hofstede, 2001).

**TABLE 2.4** *Low and High Uncertainty Avoidance Cultures*

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<i>Low Uncertainty Avoidance</i>	<i>High Uncertainty Avoidance</i>
<b>Major Characteristics</b>	
Low stress and anxiety	High stress and anxiety
Dissent accepted	Strong desire for consensus
High level of risk taking	Low levels of risk taking
Few rituals	Many rituals
Small generation gap	Large generation gap
Acceptance of foreign managers	Suspicion of foreign managers
Members of other races accepted as neighbors	Members of other races rejected as neighbors
What is different is curious	What is different is dangerous
<b>Individual-Level</b>	
Uncertainty orientation	Certainty orientation
High tolerance for ambiguity	Low tolerance for ambiguity
<b>Example Cultures*</b>	
Canada	Egypt
Denmark	Argentina
England	Belgium
Hong Kong	Chile
India	France
Jamaica	Greece
Sweden	Japan
United States	Mexico

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\*Example cultures are based on the predominate tendencies in each culture (Hofstede, 2001).

**TABLE 2.5** *Low and High Power Distance Cultures*

<i>Low Power Distance</i>	<i>High Power Distance</i>
<b>Major Characteristics</b>	
Individuals viewed as equals	Individuals viewed as unequal
Emphasis on legitimate power	Emphasis on coercive/referent power
Superiors and subordinates are interdependent	Subordinates are dependent on superiors
Obedience of children to parents not valued	Obedience of children to parents valued highly
Old people not respected or feared	Old people respected and feared
<b>Individual Level</b>	
High egalitarianism	Low egalitarianism
Low social dominance orientation	High social dominance orientation
<b>Example Cultures*</b>	
Australia	Egypt
Canada	Ethiopia
Denmark	Ghana
Germany	India
Ireland	Malaysia
Israel	Nigeria
New Zealand	Panama
Sweden	Saudi Arabia
United States	Venezuela

\*Example cultures are based on the predominate tendencies in each culture (Hofstede, 2001).

**TABLE 2.6** *Masculine and Feminine Cultures*

<i>Masculine</i>	<i>Feminine</i>
<b>Major Characteristics</b>	
Differentiated gender-roles	Overlapping gender-roles
Values power, assertiveness, performance	Values quality of life, service, nurturance
Sympathy for strong	Sympathy for weak
"Live in order to work"	"Work in order to live"
Emphasis on performance and ambition	Emphasis on quality of life and service
<b>Individual Level</b>	
Masculine/feminine sex-roles	Androgyny/undifferentiated sex-roles
<b>Example Cultures*</b>	
Arab cultures	Chile
Austria	Costa Rica
Germany	Denmark
Italy	East African cultures
Jamaica	Finland
Japan	Netherlands
Mexico	Norway
New Zealand	Portugal
Switzerland	Sweden
Venezuela	Thailand

\*Example cultures are based on predominate tendencies in each culture (Hofstede, 2001).

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