

HOFSTEDE'S CULTURAL ONION

Culture Symbols - Symbols are the most visible and superficial part of a culture that can be seen by others of the same and differing cultures. Symbols are those objects, words and gestures that mean something and are recognised by those sharing the same culture. Examples of symbols include jargon, hairstyles, Coca-Cola, religious and status symbols. With time old symbols may give way to newer more fashionable symbols. Being superficial they are easily copied by individuals belonging to other cultures.

Culture Heroes - Culture heroes are those persons, dead, alive, real or imaginary that exhibit characteristics that are well respected within that culture. Heroes range from presidents to comic book characters.

Culture Rituals - Rituals are those practices that are exercised by members of a culture that are considered socially essential. Examples of rituals include handshaking when meeting someone, religious ceremonies and the way in which business and other meetings are conducted.

Culture Values - Unlike culture symbols, culture values are not visible to an observer. Hofstede describes values as a 'feeling with an arrow attached to it' such as:

Evil	←	Versus	→	Good
Dirty	←	Versus	→	Clean
Ugly	←	Versus	→	Beautiful
Unnatural	←	Versus	→	Natural
Abnormal	←	Versus	→	Normal
Paradoxical	←	Versus	→	Logical
Irrational	←	Versus	→	Rational

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