

## John Smith

Country of interest: *China*  
Home country: *United States*  
Your role: *Superior*

Report date: *2.11.2016*



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## Reading instructions

When reading your report, please keep in mind that a person is a very complex system. A national or regional culture is a reflection of an even more complex system. The information provided in this report may be useful if you take the statements above into consideration. Therefore, please reflect about the results and don't take them for granted. You may want to check and discuss the information presented to you with somebody you trust and who knows you well, or you may want to involve a trainer or consultant who has been certified by The hofstede centre.

This report contains feedback to help you avoid potential intercultural pitfalls.

It will help you to prepare yourself when dealing with people from different cultures by giving you insight about

- Your "own culture" in comparison to other cultures.
- How your culture, as well as the culture of the person(s) you are dealing with, may influence the way you and your counterparts understand the world around you.
- The implication it has on your understanding of your target culture taking into consideration your role and your preferences.

## Your personal feedback

Feedback is generated if your answers to the questions are significantly different from the average preferences in your country of interest.

You may run into the following pitfalls when dealing with people being born and raised in the **country of your interest (China)** if you don't take this information into consideration:

### **In all likelihood:**

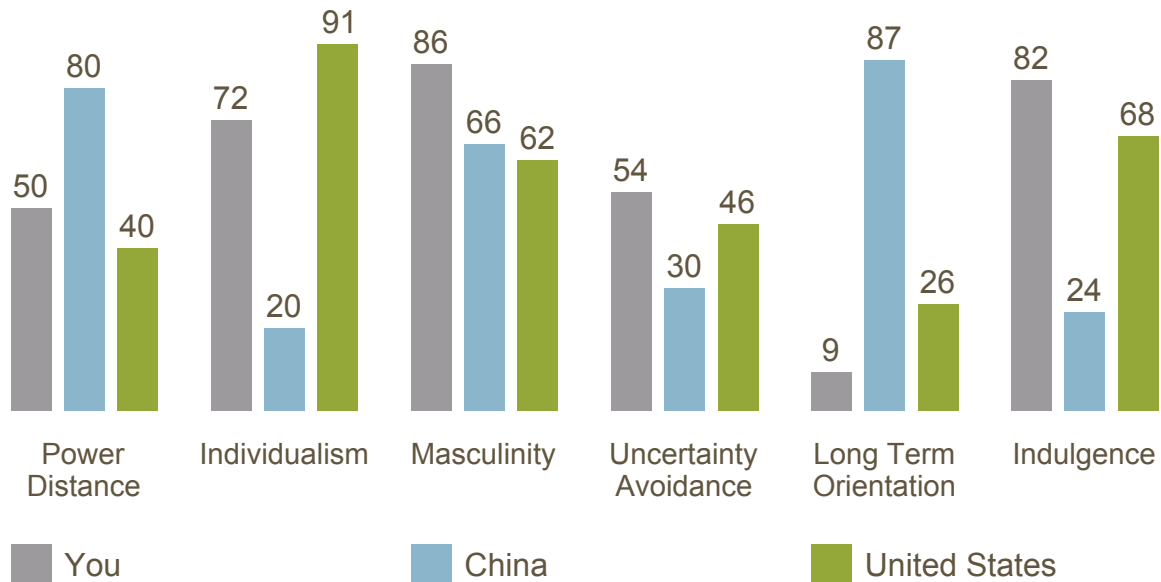
- you may be surprised that religion doesn't play such an important role in life compared to your own country
- you may get upset once you have found out that your colleagues will so easily copy your know-how to their own advantage without respecting intellectual property rights
- you may be delighted 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
- you may wonder how your colleagues are able to embrace the realisation of objectives and plans covering more than five years
- 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

### **There is a big chance that:**

- you may demotivate your subordinates by not giving them the feeling that they are part of the family, so to speak, for whom you will care
- you may demotivate your subordinates by being perceived as cold and aloof
- you may not know what really happens in your organisation by not creating long-lasting trust relationships and/or by lacking trustworthy informants
- you may come across as too emotional which may cause your colleagues to assess your behaviour as rather childish
- you may demotivate your direct subordinates by questioning too easily whether they know better what to do than you do

## Scores

Your scores are only an approximation on Hofstede's dimensions and not scientifically valid, especially because models describing differences among cultures should not be used to describe differences among personalities; group reality doesn't equal individual reality. The textual feedback on the previous page(s) contains valuable information.



In addition to your country of interest and your home country, the table below lists the 5 countries scoring most similar to you and the 3 countries scoring most different to you. But also here, treat these scores with caution.

	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long Term Orientation	Indulgence
<b>Your score</b>	<b>50</b>	<b>72</b>	<b>86</b>	<b>54</b>	<b>9</b>	<b>82</b>
China	80	20	66	30	87	24
United States	40	91	62	46	26	68
<b>Most similar</b>						
South Africa	49	65	63	49	34	63
Australia	36	90	61	51	21	71
United States	40	91	62	46	26	68
Ireland	28	70	68	35	24	65
Trinidad and Tobago	47	16	58	55	13	80
<b>Most different</b>						
Ukraine	92	25	27	95	55	18
Guatemala	95	6	37	99	—	—
Belarus	95	25	20	95	56	18



## The Dimensions of National Culture

The scores and Dimensions of National Culture you see in the table (apart from yours) are based on the research outcomes of Professor Geert Hofstede's studies on how values in the workplace are influenced by culture. To learn more about the research please go to [www.geert-hofstede.com](http://www.geert-hofstede.com)

The Dimensions of National Culture are the relative values that distinguish country cultures from each other.

The 6 Dimensions of National Culture are:

**Power Distance (high versus low)**

The extent to which the less powerful members of society accept that power is distributed unequally.

**Uncertainty Avoidance (high versus low)**

The extent to which people feel threatened by uncertainty and ambiguity and try to avoid such situations.

**Individualism (Individualist versus Collectivist)**

Collectivism: people belong to in-groups (families, organisations, etc.) who look after them in exchange for loyalty.

Individualism: people only look after themselves and their immediate family.

**Long Term Orientation (long term versus short term orientation)**

The extent to which people show a pragmatic or future-oriented perspective rather than a normative or short-term point of view.

**Masculinity (high versus low)**

Masculinity: the dominant values in society are achievement and success.

Femininity: the dominant values in society are caring for others and quality of life.

**Indulgence (Indulgence versus Restraint)**

The extent to which people try to control their desires and impulses. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint".

The culture scores on the dimensions are relative — the cultures of societies are compared to other societies. A country score is meaningless unless compared to another country.

More information on the Dimensions of National Culture <http://geert-hofstede.com/national-culture.html>



itim international offers its clients the possibility to use culture as a competitive advantage. These services range from becoming aware of the impact of national culture to using organisational culture as a key management tool in realising challenging projects such as post-merger integration.

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The hofstede centre offers certification courses in the fields of Intercultural Management, Organisational Culture and Change, and knowledge transfer in an international environment.

A variety of cultural tools is available on the website.

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