



# Hofstede Insights

## Anonymous

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

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### Disclaimer

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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 Hofstede Insights.

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:**

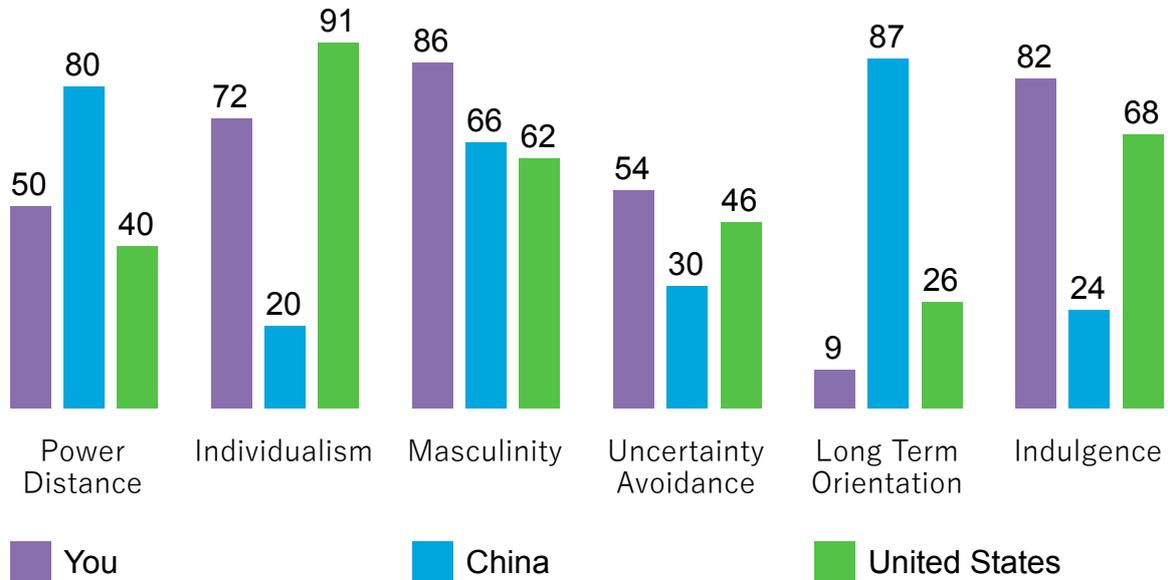
- you may be surprised that religion doesn't play such an important role in life compared to your own country
- you may get upset once you have found out that your colleagues will so easily copy your know-how to their own advantage without respecting intellectual property rights
- you may be delighted 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, 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 the most 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 <https://hofstede-insights.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 <https://www.hofstede-insights.com/models/national-culture/>

### **Culture: a strategic asset**

Culture has a tremendous impact on people and organisations, and it is up to you to make sure that such an impact is beneficial to all those concerned.

You simply cannot escape culture; it is a part of each and everyone of us. Every nation and organisation has its own individual culture.

With our unique approach, based on decades of research and experience, we will enable you to optimise the performances of your organisation to better meet your goals.

### **Professional certified consultants**

Hofstede Insights consultants are accomplished professionals in their respective fields, including, but not limited to, cooperation and teamwork, marketing, HR, communications, sales and management in an intercultural context.

Hofstede Insights consultants help companies to meet such challenges as negotiating successfully, facilitating mergers and acquisitions and dealing successfully with intercultural management situations from diverse perspectives.

Find out more about our network of consultants.

### **Sophisticated tools**

With our unique tools, the result of over 30 years of ongoing research and experience, Hofstede Insights will increase the efficacy of your organisation by giving its members the ability to adapt and effectively deal with challenging intercultural situations.

6-D Model©: Charts national cultures.

Hofstede Multi-Focus Model©: Assesses organisational cultures in order to align your culture with your strategy and the context in which your organisation operates.

Levers for Change©: Provides concrete suggestions for indirect organisational change to help you move from your current culture to your optimal culture so as to increase global effectiveness.

Executive Match 360©: Assesses the management team of your organisation to make sure the culture of the management team supports your strategy, utilises direct change.

Culture Compass™: Gives individual feedback regarding a country of interest.

Culture Compass™ for universities is brought to you by Careernomics.

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