



# Hofstede Insights

## Cultural Compass Report of **LYUBOV SUROVA**

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Countries of interest: **France, Austria, Russia**

Roles: **Subordinate, superior, person transferring know-how**

Home country: **Finland**



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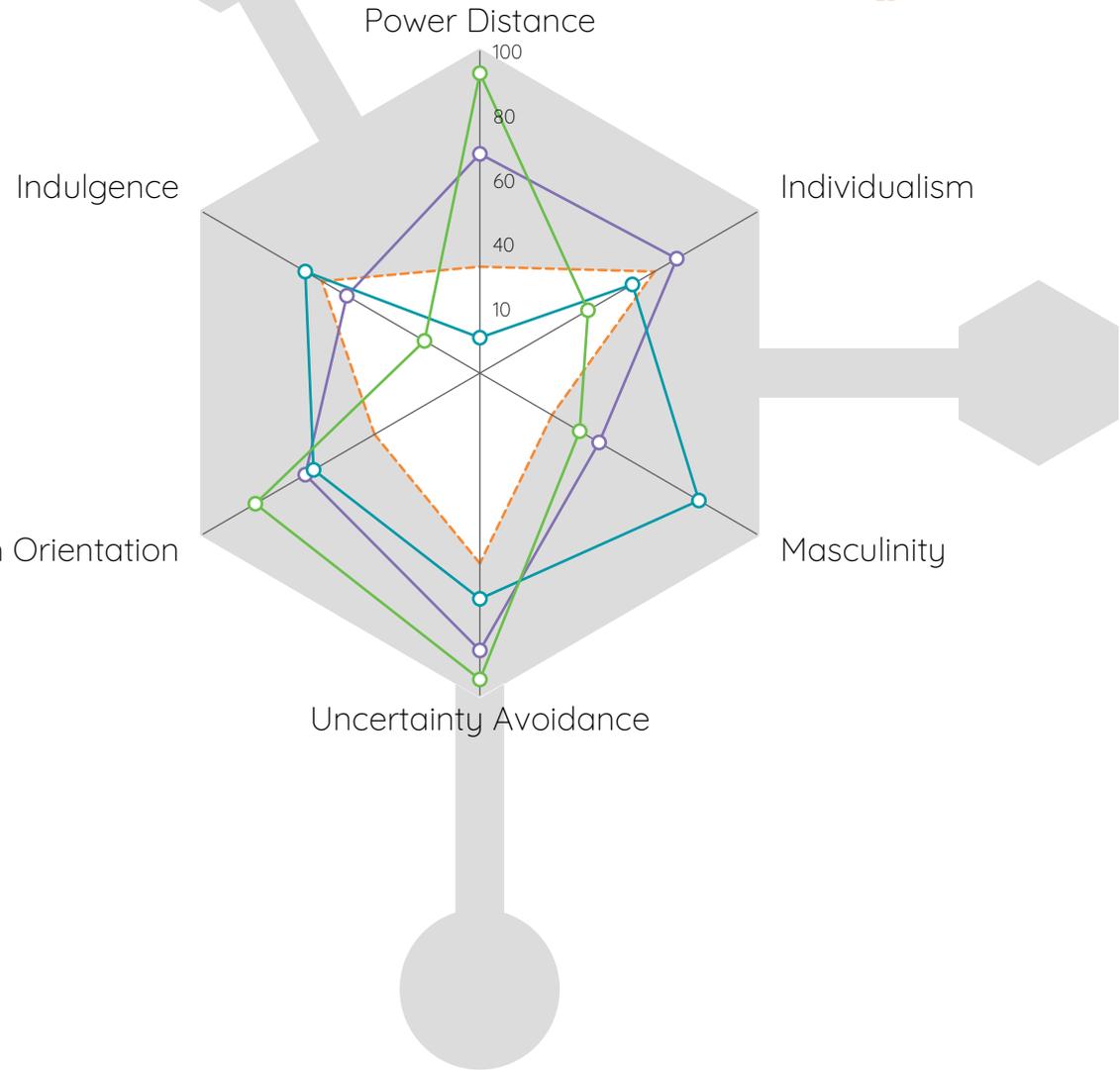
— France

— Austria

— Russia

Home country

— Finland



# THE 6 DIMENSIONS OF NATIONAL CULTURE

## An analytical tool providing key insights into the consequences of culture

All societies around the globe face the challenge of how to distribute the limited resources that are available. Societies come up with different ways of organizing themselves as a response to this basic challenge, depending on the context they live in. The 6 dimensions of national culture allow a simplified comparison between societies' responses to this basic challenge. They allow to make predictions on how people from those societies are likely to behave in certain situations. Countries are the most suitable unit to measure these differences.

### 1 POWER DISTANCE (PDI)

**High PDI** indicates a high acceptance of power being distributed unequally within a society; hierarchy is needed rather than just a convenience.  
**Low PDI** societies put emphasis on the importance of equal rights, as opposed to the importance of privileges of the more powerful.

low PDI ←————→ high PDI

### 2 INDIVIDUALISM (IDV)

In **individualist** societies (high IDV), there is a strong sense of "I", meaning that one's personal identity is distinct from others'.  
 In **collectivist** societies (low IDV), there is a strong sense of "we", illustrating a mutual practical and psychological dependency between the person and the in-group.

collectivism ←————→ individualism

### 3 MASCULINITY (MAS)

In **masculine** societies (high MAS) people tend to focus on personal achievement, material success and the importance of status.  
 In **feminine** societies (low MAS) people are more concerned with quality of life, taking care of those less fortunate, ensuring leisure time, and finding consensus.

femininity ←————→ masculinity

### 4 UNCERTAINTY AVOIDANCE (UAI)

**High UAI** indicates a need for predictability and structure, often in the form of written and unwritten rules.  
 In **low UAI** societies, uncertainty is considered normal and each day is taken as it comes.

low UAI ←————→ high UAI

### 5 LONG-TERM ORIENTATION (LTO)

**Long-term oriented** societies focus on perseverance and thrift.  
**Short-term oriented** (low LTO) emphasizes respect for tradition and the fulfilling of social obligations. In high LTO societies, the only non-changing rule is that the world is always changing.

short-term orientation ←————→ long-term orientation

### 6 INDULGENCE (IVR)

**Indulgent** societies (high IVR) reflect a positive attitude and the view that one can act as one pleases.  
 In contrast, in **restraint** societies (low IVR) gratification of needs are regulated by strict social norms and leisure is of lesser importance.

restraint ←————→ indulgence

# HOW TO READ THIS REPORT

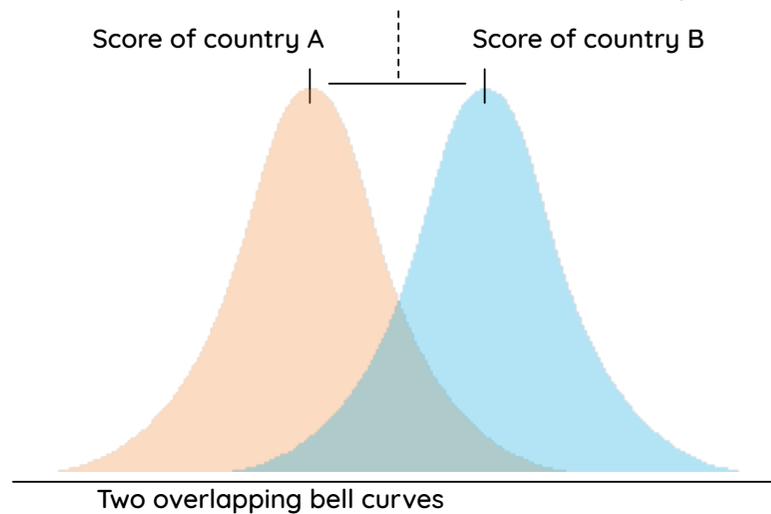
For each dimension, two comparisons are shown on two pages: the country to country comparison and your personal preferences compared to a country.



## Country comparison

A score on a cultural dimension represents a society's preference for one state of affairs over another, as compared to other societies. In other words, a dimension score can be only used meaningfully by comparing one country's score to another. It is important to understand that the dimension scores are an average for each country. They can only be applied to countries, not to individuals.

At least 10 for a notable cultural difference in daily life

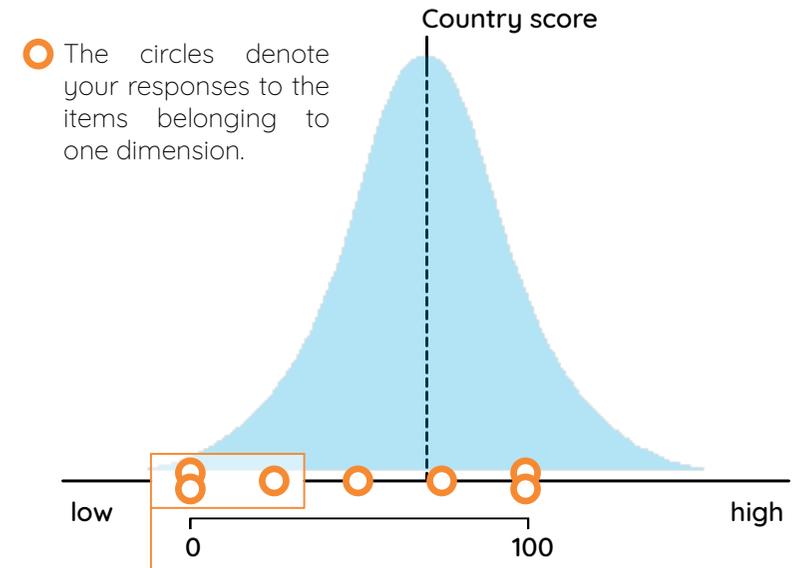


The country score is an average of answers from those surveyed in Hofstede's research. Cultural differences between countries become apparent in the behaviour of people if there is a score difference of at least 10.



## Personal preferences

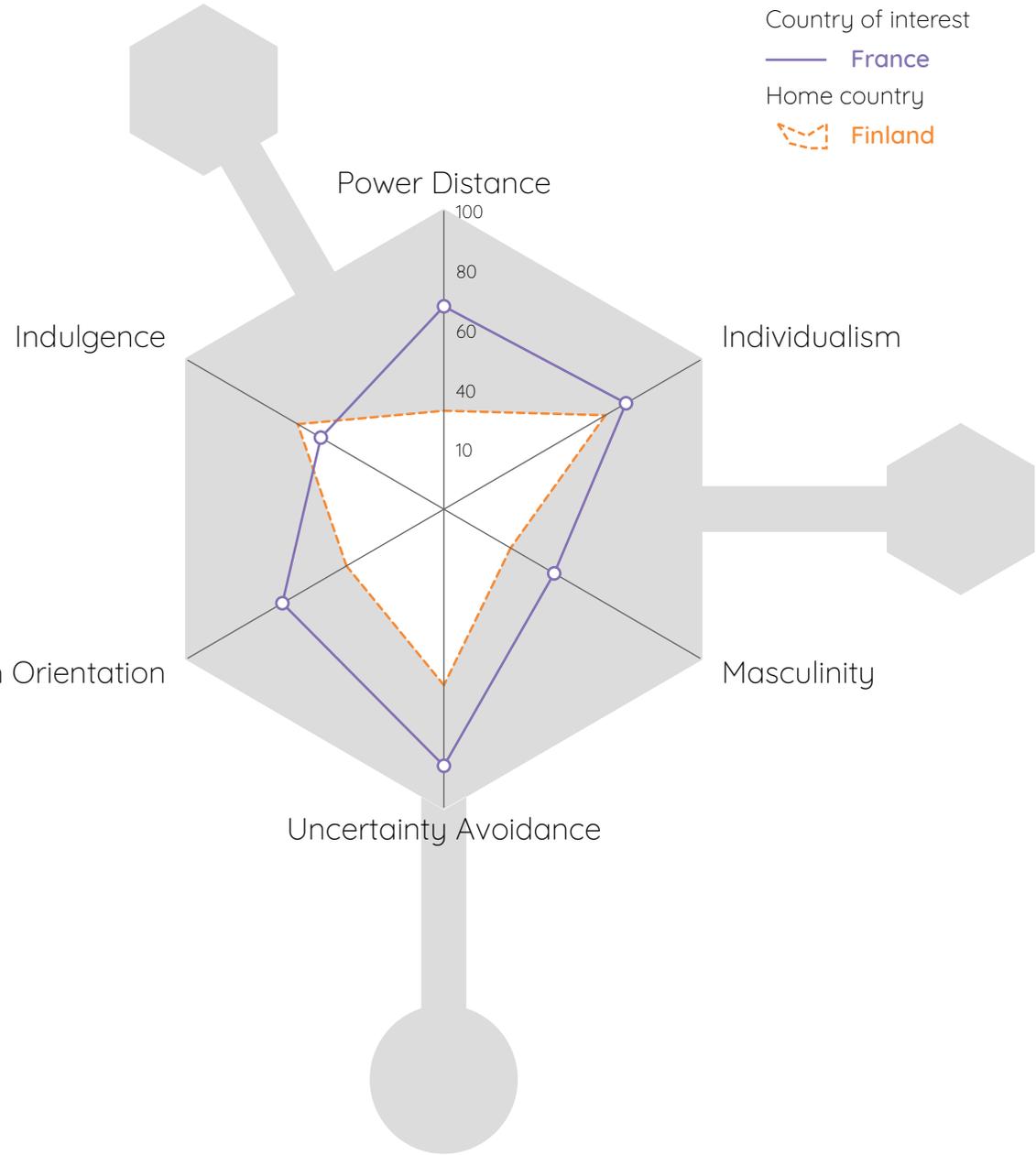
Compares your personal preferences to another country. We compare the individual answers you have given in the online survey to the score of a country. For each role you have selected feedback is given on the three answers that differ the most from the country score.



The circles denote your responses to the items belonging to one dimension.

Feedback will be provided for the three answers that differ the most from the country score.

France



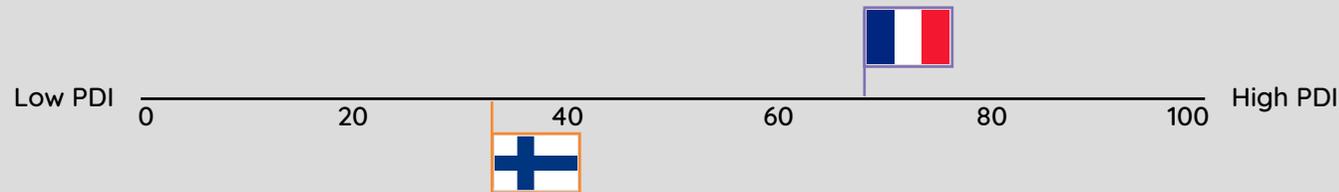


# FRANCE COMPARED TO FINLAND ON POWER DISTANCE

## Country to country comparison

France scores high on this dimension (68), which means that members of the society accept a hierarchical order in which everybody has a place, and which needs no further justification. Hierarchy is seen as reflecting inherent inequalities, and the different distribution of power justifies the fact that power holders have more benefits than the less powerful in society. Status symbols of power are very important to indicate social position and “communicate” the respect that should be shown.

Difference France and Finland: 35



## When working in a country that is much more authoritarian (higher PDI) than you're used to:

### Subordinate

- Show respect to any person senior in rank or age, and use the appropriate title
- Superiors are less accessible (closed doors)
- You are given clear instructions about what to do and how to do it, don't take initiative
- Expect your work to be inspected
- Don't volunteer to give negative feedback to your superior
- Don't offer opinions, ask questions, or express disagreement during a discussion or meeting. Do it after the meeting, informally and in private
- Promotions depend on seniority and experience, not necessarily on performance and achievement
- Information is power, it is provided on a "need-to-know" basis

### Superior

- Show respect to any person senior in rank or age, and use the appropriate title
- People will tell you good news only - Invest a lot of energy in finding out what really goes wrong
- Give clear and explicit direction to your team members, do not expect initiative to be taken
- Information is power - communication is provided on a "need-to-know" basis
- Inspect the work being done; people will respect what you inspect
- Promotions depend more upon seniority and experience - not necessarily upon performance and achievement
- Decision-making is centralized
- Expect to be judged on who you are, not on what you do

### Person transferring know-how

- Give clear and precise instructions as well as clearly expressed expectations to your students, calling for less initiative
- In plenart, people don't tend to offer opinions, ask questions, nor express disagreement during the discussion. They will do that afterwards, in private and informally
- People give more importance to hierarchy, status and privileges (to express power differences and credibility)
- Communication is indirect and selective; there's a need to read between the lines
- Expect to be judged on who you are, not on what you do



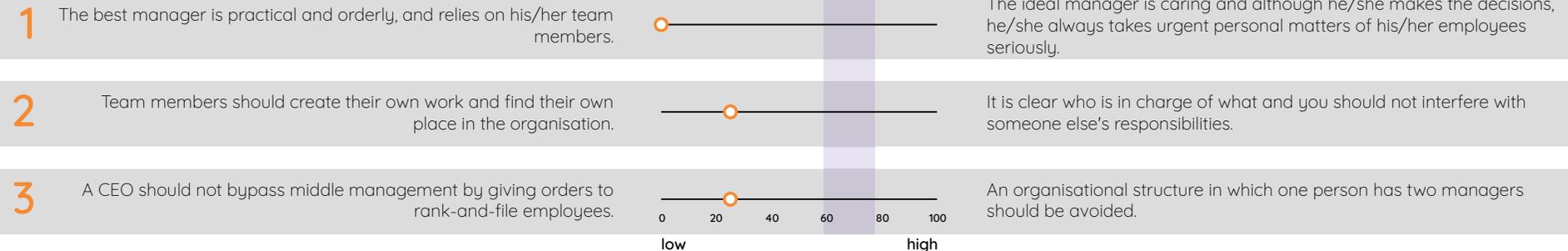
# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on power distance is 88. This means that 88% of respondents have lower or the same score as you, and 12% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.

○ Your response

■ Dimension score of France



## When working with people from France as a:

### Subordinate

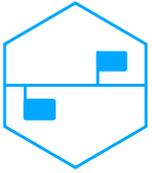
- 1 Your boss may be interested in your personal life without disclosing anything about his/her own private life, which appears to be unfair.
- 2 You may get the feeling that your superior doesn't trust you by not giving you enough authority.
- 3 You may get demotivated if your boss is cutting you out when you have a middle management position.

### Superior

- 1 You may demotivate your subordinates by not showing interest in their personal life and that of their family.
- 2 You may demotivate your subordinates if you are not giving sufficient guidance to them.
- 3 Your subordinates may get the feeling that you don't want to be on top of the business by delegating too much, apparently because you cannot cope with all the responsibility put on your shoulders.

### Person transferring know-how

- 1 You may be surprised if you find out that students will normally ask you only questions if you stay behind during breaks.
- 2 Your students may feel lost as you may not make sufficiently clear what is expected from them.
- 3 You may belittle yourself in the eyes of your students by playing down your status by which you may lose credibility.

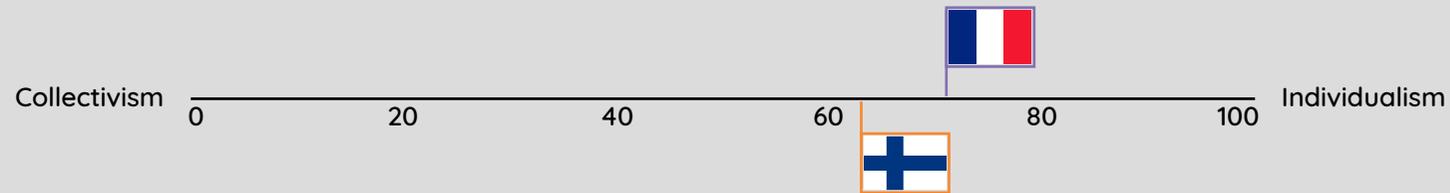


# FRANCE COMPARED TO FINLAND ON INDIVIDUALISM

## Country to country comparison

France, with a high score of 71 is an individualist society. This translates into a strong preference for a loosely-knit social framework in which individuals are expected to look after themselves and their immediate families, rather than belonging to a larger in-group. There is a strong belief in the ideal of self-actualization, thus the route to happiness is through personal fulfillment. In Individualist societies, offence causes guilt and a loss of self-esteem.

Difference France and Finland: 8



Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on individualism is 22. This means that 22% of respondents have lower or the same score as you, and 78% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.

○ Your response

■ Dimension score of France

1

No worries about my job.

low high

Some variety and adventure in my work.

2

It is logical that the boss favours his/her family and friends at work.



It is not fair when the boss favours his/her family and friends at work.

3

People readily ask about my life.



People readily tell me about themselves.

low high

## When working with people from France as a:

### Subordinate

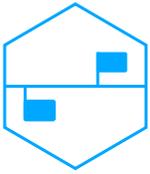
- 1 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.
- 2 You may be surprised to find out that your colleagues don't care necessarily more about their family and friends than about strangers. It even goes sometimes so far that they prefer to employ strangers.
- 3 You may get confused as most people don't give you sufficient time to disclose yourself, whereas they are continuously telling each other who they are, what they do, what they like, etc..

### Superior

- 1 You may demotivate your subordinates by not giving them sufficient challenges, whereas you are only trying to protect them.
- 2 You are surprised about the negative reactions of your colleagues if and when you want to employ a family member or somebody else from your network back home.
- 3 You don't understand why your subordinates give their opinion continuously without having been told to do so. When telling them that you have not asked for their opinion they get upset.

### Person transferring know-how

- 1 You may demotivate your students by not giving them challenging tasks to do.
- 2 You may get annoyed by the fact that parents may bully you if they think you treated their children in an unfair way instead of trying to appease you in order to obtain preferential treatment for their children.
- 3 You may be seen as timid by not giving your personal opinion about everything and nothing.

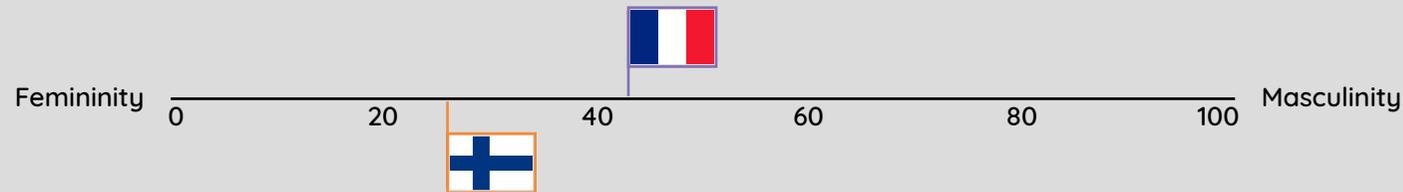


# FRANCE COMPARED TO FINLAND ON MASCULINITY

## Country to country comparison

At 43, France scores relatively low on this dimension, making it a moderately feminine society. This means that society is driven by a certain amount of modesty and fairness. People in such societies value equality, solidarity and quality in their working lives. Conflicts can be threatening, because they endanger the well-being of everyone; they are resolved by compromise and negotiation.

Difference France and Finland: 17



## When working in a country that is more masculine (higher MAS) than you're used to:

### Subordinate

- Sacrifices in the form of longer work hours, shorter holidays or more travel may be expected from you in order to be successful
- Self-promotion and highlighting your performance may be well received
- Your boss may praise your successes personally and in public
- Your organisation may focus development efforts on the successful achievers
- Your boss may aim for clear objectives and targets as performance measures
- Business may be discussed outside of business hours
- Meetings may be more "to the point"

### Superior

- Business may be discussed outside of business hours
- Privileges (promotion, money, etc.) and competition may be more of a motivator than you are used to
- Performance measurement and management may be expected to be based on formalized assessment instruments, which set and reward fix targets based on individual accomplishments
- Personnel development may be expected to be focus more on successful people to make them even more successful
- Emphasizing your personal success more than you are used to may be well received
- Meetings may be more "to the point"

### Person transferring know-how

- Self-promotion may be more accepted and expected from you to highlight your status and success
- You may be praised personally and in public, by your students as well as superiors
- Competition and confrontation may be seen as more desirable than you are used to
- Development efforts and rewards may focus mostly on the successful achievers
- 'Being the best' and getting recognition for it may be an important motivator



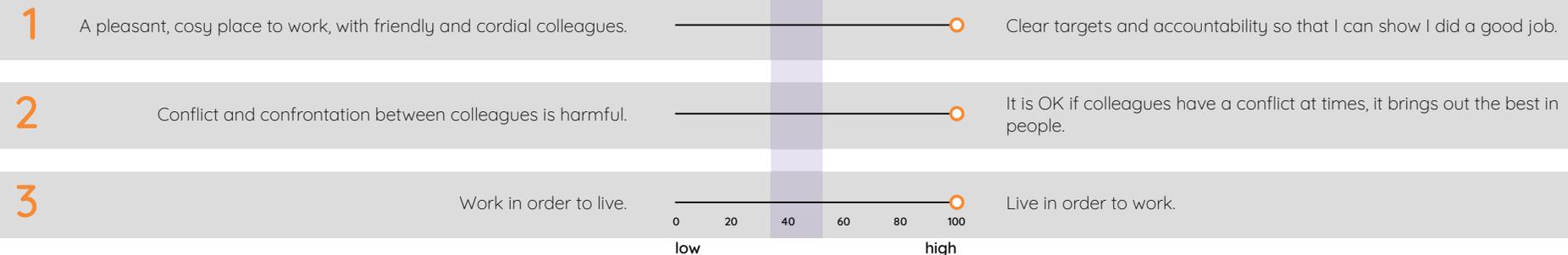
# YOUR PERSONAL FEEDBACK ON MASCULINITY

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on masculinity is 99. This means that 99% of respondents have lower or the same score as you, and 1% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.

○ Your response

■ Dimension score of France



When working with people from France as a:

## Subordinate

- 1 You may get upset by the degree of jealousy there exists; your colleagues gossip a lot about each other and they worry that some are treated more preferentially than they themselves.
- 2 You may get annoyed that your colleagues seem to try to avoid conflicts at all costs, unless they really cannot be avoided. In the latter case they may then fester for a long time.
- 3 You may get annoyed by the fact that so many of your colleagues don't seem to be really committed. They prefer to dabble in all kind of activities outside work which are unrelated to the job they do.

## Superior

- 1 You may get annoyed by the fact that your direct subordinates are being motivated by so many different things simultaneously, implying that they can also easily become demotivated by rather irrelevant issues such as kind colleagues.
- 2 You may get annoyed by the fact that your colleagues try to stop you if you want to confront somebody head on.
- 3 You may get concerned by the fact that so many of your colleagues are not really all that committed. They seem to prefer to dabble in all kind of activities outside the work situation which are unrelated to the job they do.

## Person transferring know-how

- 1 You may demotivate your students by coming across as knowledgeable instead of trying to come across as kind.
- 2 You may get the feeling that many of those around you are pushovers as they seem to avoid conflicts and confrontations as much as possible.
- 3 You may overestimate the negative impact that failure will have on students' self-image.

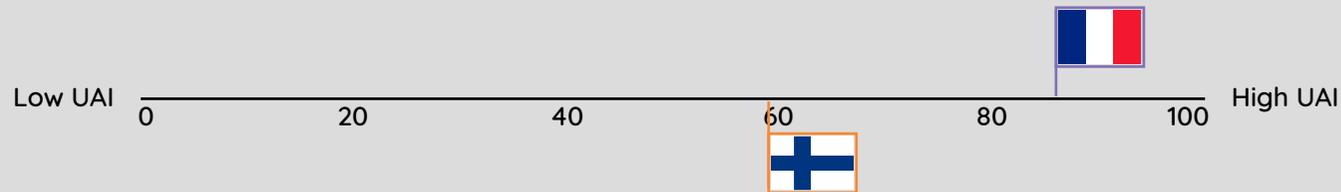


# FRANCE COMPARED TO FINLAND ON UNCERTAINTY AVOIDANCE

## Country to country comparison

At 86, France scores very high on Uncertainty Avoidance, demonstrating that as a nation they seek mechanisms to avoid ambiguity. People do not readily accept change and are very risk adverse. They maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. To minimize the level of uncertainty, there is an emotional need for strict rules, laws, policies, and regulations.

Difference France and Finland: 27



When working in a country that is more uncertainty avoiding (stronger UAI) than you're used to:

### Subordinate

- Punctuality may be important
- Your work may be examined in detail; factual or statistical back-up may be appreciated
- Conflicts and competition may be considered less desirable as they lead to unpredictability
- Your boss might express frustration through showing emotions
- Your boss may be a subject matter expert and then may have most answers to your questions
- New ideas, ways or methods may not be readily appreciated; details may be necessary to foster confidence in them
- In order to take a decision, your boss expects detailed information and an in-depth plan

### Superior

- Creating structure and predictability may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- The ideal leader may be a subject matter expert
- Communication may be "sender-oriented", i.e. the receiver should understand what the expert is saying about the subject
- Risk management may be more important, creating a need for contingency plans
- Unpredictability from conflicts and competition may be undesirable
- New ideas, ways or methods may not always be readily appreciated - details may help foster confidence
- As the 'expert', your employees may expect you to have all the answers

### Person transferring know-how

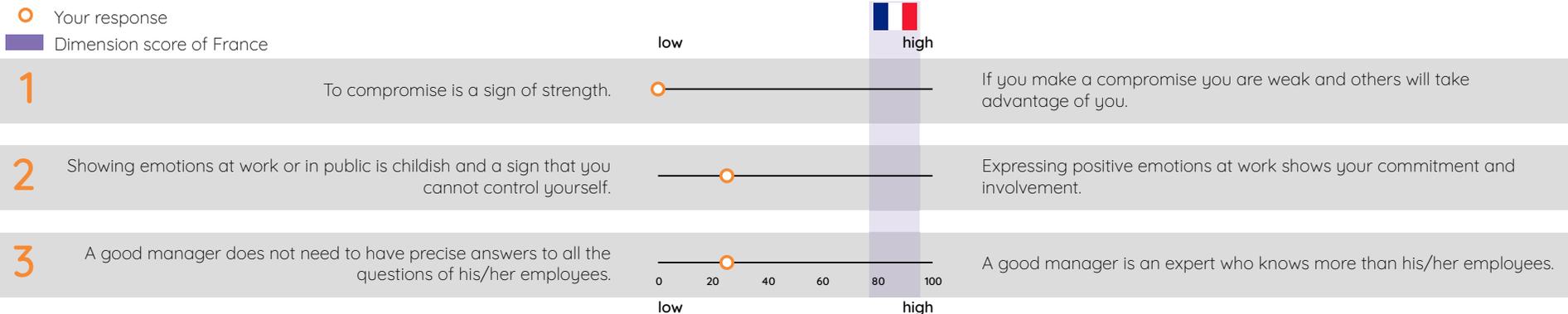
- Creating structure and predictability of assignments and expectations may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- Experts may be in high regard and may be expected to be well prepared and have precise answers to all questions
- People may be more easily stressed and express frustration through showing emotions and expect you to do so as well
- New ideas, ways or methods (innovative approaches) may not be readily appreciated
- Unpredictability from conflicts and competition may be undesirable



# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on uncertainty avoidance is 19. This means that 19% of respondents have lower or the same score as you, and 81% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.



## When working with people from France as a:

### Subordinate

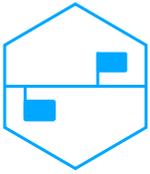
- 1 You may get frustrated that in case of disagreement there exists so little willingness on the side of your counterparts to compromise.
- 2 You may give your counterparts the feeling that you are not all that committed by not showing your involvement in an emotional way.
- 3 You may give your counterparts the idea that you are less knowledgeable than you are, which may have a negative impact on the way you are being assessed.

### Superior

- 1 You may demotivate your colleagues if you don't defend your position and/or point of view and that of the organisation adamantly.
- 2 You may give your subordinates the feeling that you are not all that committed and involved by not showing a lot of emotions.
- 3 You may give your colleagues the idea that you are less knowledgeable than you are, which may demotivate them and which will raise the question why you got this job in the first place.

### Person transferring know-how

- 1 You may wonder why students don't disagree with you at all. If they do, however, please be on guard.
- 2 You may demotivate your students by giving them the feeling that you are not really interested in them by not showing any compassion.
- 3 You may demotivate your students if you tell them that you don't have precise answers to all their questions.



# FRANCE COMPARED TO FINLAND ON LONG-TERM ORIENTATION

## Country to country comparison

At a relatively high score of 63, France exhibits a more pragmatic than normative culture. In societies with a pragmatic orientation, people believe that truth depends very much on the situation, context, and time. They show an ability to easily adapt traditions to changed conditions, a strong propensity to save and invest, and thriftiness and perseverance in achieving results.

Difference France and Finland: 25



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Superior

- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose

### Person transferring know-how

- New information should and will be synthesized and checked for utility rather than its absolute truth - the concept of consistency does not hold as much importance
- Don't ask 'why' too often, the focus is on what and how
- People tend to strive for sustained and slow results; giving students a grand picture without substance in terms of detailed information will be demotivating
- Expect most people to be motivated by long-term commitments
- People are open to change, relativity and interrelations



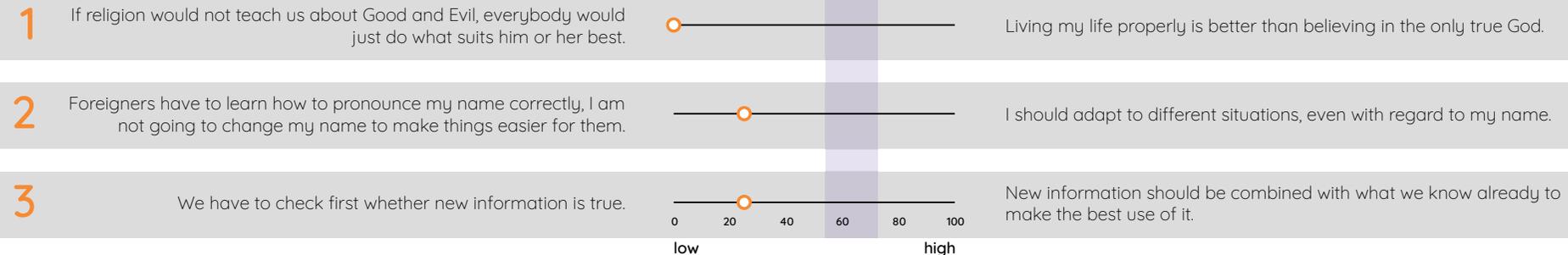
# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on long-term orientation is 1. This means that 1% of respondents have lower or the same score as you, and 99% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.

○ Your response

■ Dimension score of France



## When working with people from France as a:

### Subordinate

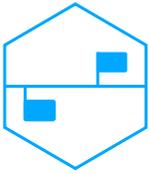
- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.
- 3 You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.

### Superior

- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 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.
- 3 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.

### Person transferring know-how

- 1 You may demotivate your students by trying to give them a grand picture without a lot of substance in terms of detailed information.
- 2 You may mystify your students by emphasizing the importance of consistency, a concept which in all likelihood didn't exist originally in your host country.
- 3 You may not be aware that your students don't so much ask themselves whether the information offered by you is true but whether it is useful.

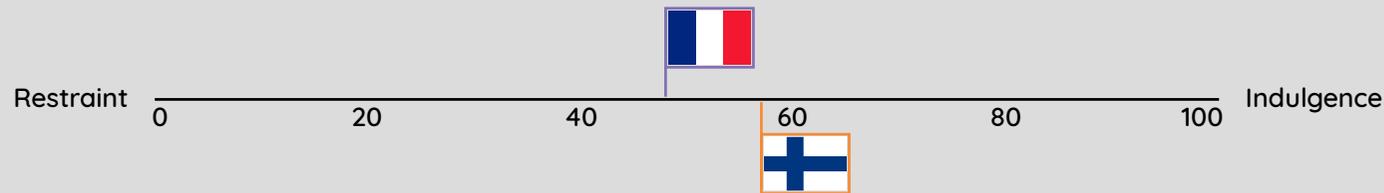


# FRANCE COMPARED TO FINLAND ON INDULGENCE

## Country to country comparison

With an intermediate score of 48, no clear preference between indulgence and restraint can be established for France.

Difference France and Finland: 9



When working in a country that is more restrained (lower IVR) than you're used to:

### Subordinate

- Managers may be less approachable than what you are used to
- It could prove more difficult to get constructive feedback
- Maintaining order will likely have a high priority for your manager; avoid anything that may appear chaotic

### Superior

- You may need to encourage people in different ways to be participative
- Subordinates are less likely to express their state of mind through facial expressions
- Being thrifty may be of higher importance, thus you may need to encourage people to spend money
- Expect some cynicism among employees

### Person transferring know-how

- Students take things more seriously. Be more careful about what you ask from them
- Your students may have a more pessimistic view about what they have learned and give worse feedback than what you are used to
- Have a structured teaching approach or students will feel lost and find you unorganised



# YOUR PERSONAL FEEDBACK ON INDULGENCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on indulgence is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of France are presented below.

○ Your response

■ Dimension score of France

1

I like to serve my group and society and do something good, for example as a volunteer.

low high



I like to have lots of leisure time.

2

Work should be organised in a steamlined way.



As long as you meet the objectives, you can organise your work any way you want.

3

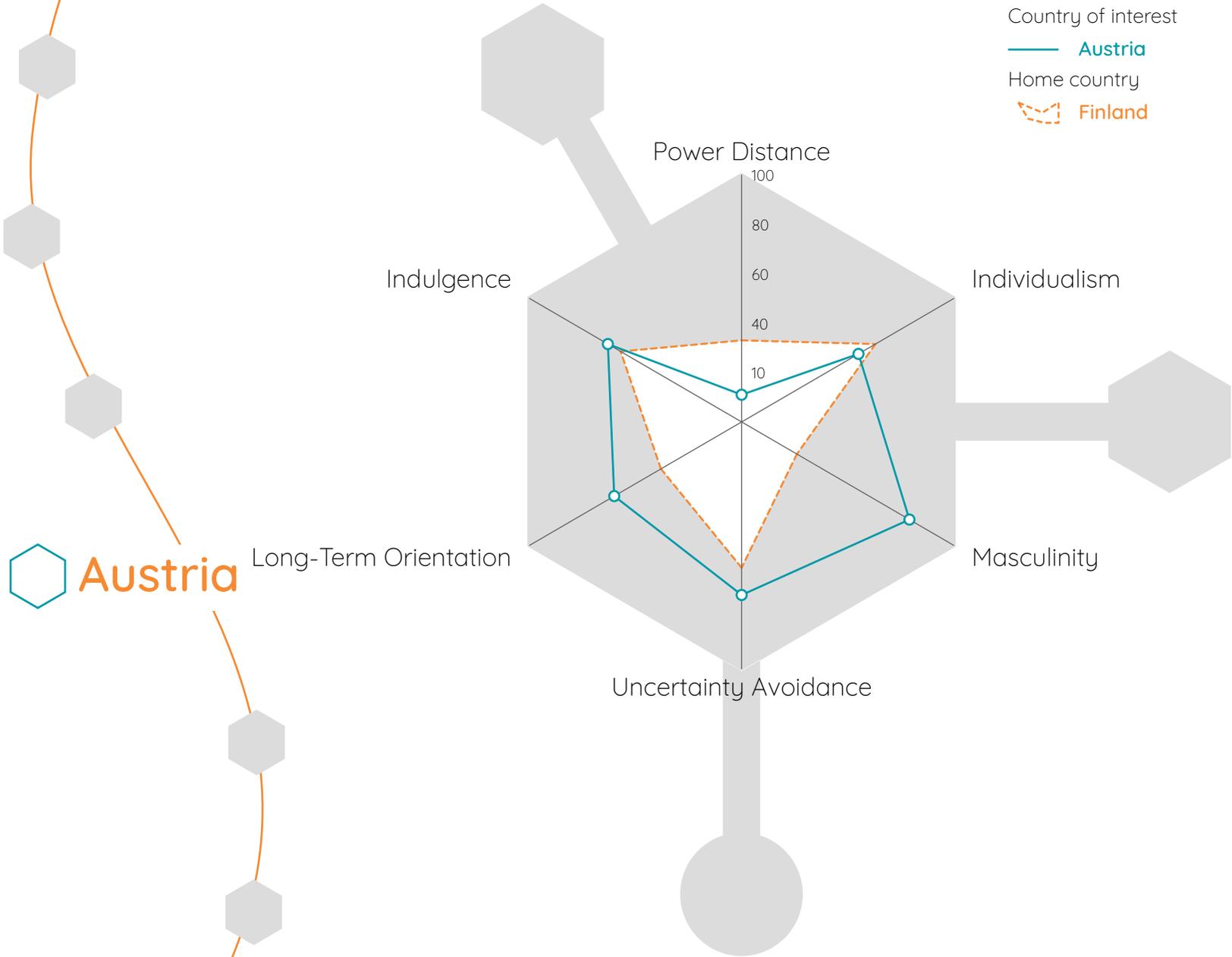
It is not allowed to use email and internet privately at work.



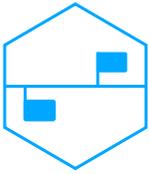
It is not a problem to use email and internet privately at work.

low high

For this latest dimension we cannot yet provide personal feedback.



 **Austria**

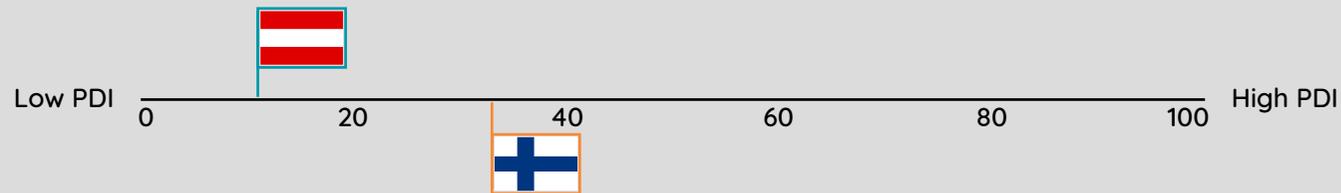


# AUSTRIA COMPARED TO FINLAND ON POWER DISTANCE

## Country to country comparison

With a score of 11, Austria is at the very low end of this dimension compared to other countries. With a very egalitarian mindset, Austrian society believes in independence, equal rights, accessible superiors, and that management facilitates and empowers. Communication is informal, direct, and participative.

Difference Austria and Finland: 22



## When working in a country that is more egalitarian (lower PDI) than you're used to:

### Subordinate

- Judging people on appearance, privileges or status symbols may not work
- You may be expected to work autonomously
- Superiors may delegate responsibilities
- Taking initiative in meetings to offer opinions, ask questions, and express disagreement may be appreciated
- You may be expected to react to changes autonomously
- The communication flow may be freer and more transparent than you are used to
- Promotions may depend on performance and achievement, not seniority and experience
- Decision-making may take longer, as people across the hierarchy may be consulted
- You may be expected to give direct negative feedback

### Superior

- You may be judged on what you do, not on who you are
- A consultative management style may be useful - delegation, guidelines and resources may be expected from you
- Giving your employees autonomy and space to execute tasks on their own may be empowering
- Information may be shared openly
- Subordinates may be able to veto and discuss
- People may want to get to know you in an informal manner
- Decision-making may take longer, as people across the hierarchy need to be consulted
- Promotions may depend on performance and achievement, not seniority and experience
- Negative feedback may be given only when a situation warrants it

### Person transferring know-how

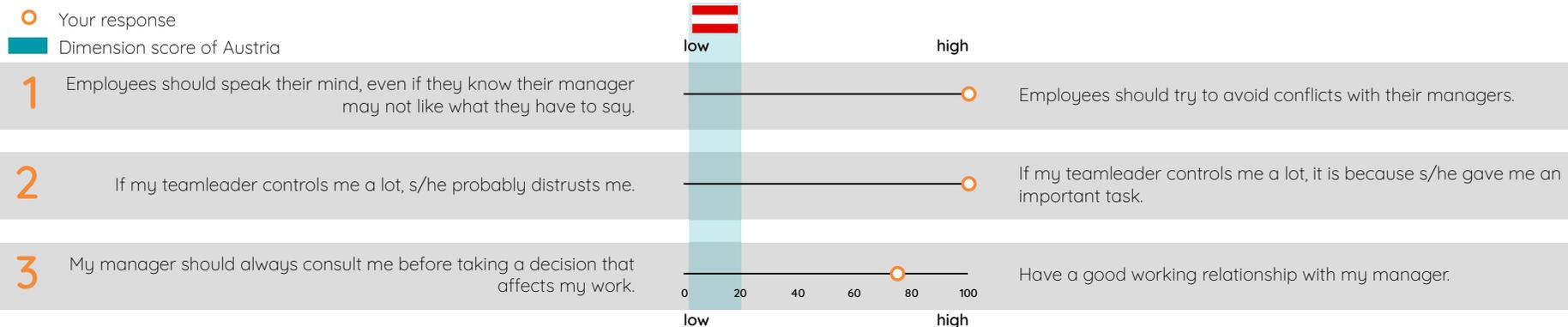
- There may be a freer flow of information and more direct communication
- A less formal interaction style is possible
- Giving your students autonomy and space to execute tasks on their own may be empowering
- People may pay less regard to hierarchy and status
- People may challenge others in positions of authority publicly and openly



# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on power distance is 88. This means that 88% of respondents have lower or the same score as you, and 12% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.



## When working with people from Austria as a:

### Subordinate

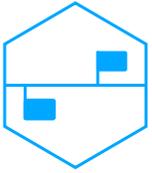
- 1 You may feel insecure, at least in the beginning, when you have found out, that you are supposed to give your personal opinion. Later you may start to like this so much that you have difficulty to blend in your own society after your return.
- 2 You may feel at a loss as you are not being controlled in the way you are back home, as if your boss is not interested in what you are doing.
- 3 You may not understand why your superior is not pleased by the fact that you do your utmost to please him by telling him what s/he expects to hear.

### Superior

- 1 You may get upset by the arrogance of your subordinates who contradict you in "public" or you may even get frightened as your subordinates seem to head for a confrontation with you.
- 2 You may demotivate your subordinates by controlling them individually too much.
- 3 You may get irritated that your subordinates give you their opinion continuously without having been told to do so. When telling them that you have not asked for their opinion they get upset.

### Person transferring know-how

- 1 You may get the impression that your students are trying to create a conflicting situation with you.
- 2 You may demotivate your students when you try to control them too much.
- 3 You may get frustrated by the fact that your students are interrupting you without having received permission from you to do so.

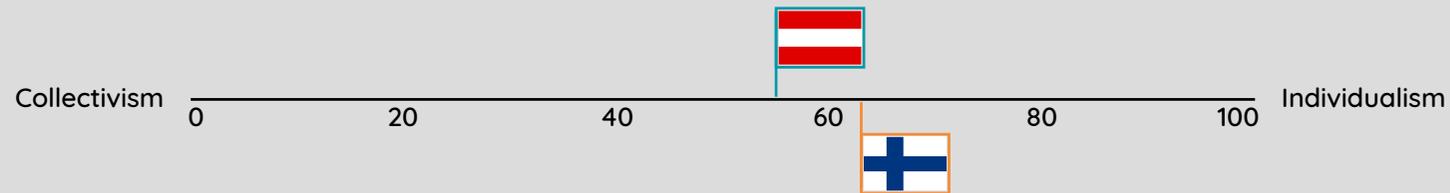


# AUSTRIA COMPARED TO FINLAND ON INDIVIDUALISM

## Country to country comparison

With an intermediate score of 55, Austria does not indicate a strong preference to either end of the scale.

Difference Austria and Finland: 8



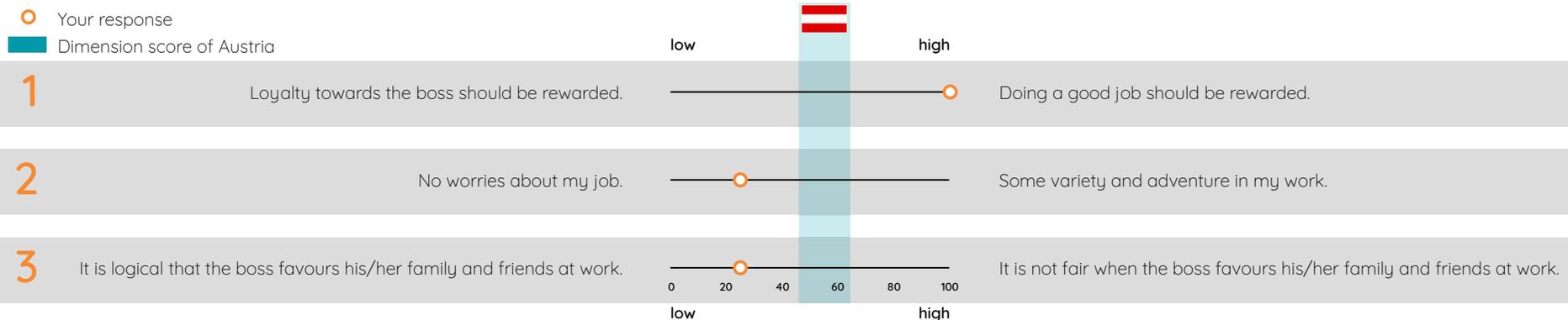
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on individualism is 22. This means that 22% of respondents have lower or the same score as you, and 78% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.



## When working with people from Austria as a:

### Subordinate

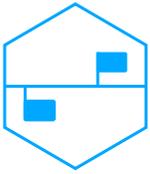
- 1 You may get the impression that your native colleagues are more easily promoted than you, although you are more knowledgeable and doing therefore a much better job. That was anyway the reason why they hired you or sent you there in the first place.
- 2 You may be surprised that your colleagues don't attach the same importance to security of employment as you do.
- 3 You may be surprised to find out that your colleagues don't care necessarily more about their family and friends than about strangers. It even goes sometimes so far that they prefer to employ strangers.

### Superior

- 1 You may demotivate your colleagues as it is not at all clear to them on which criteria you are promoting people.
- 2 You may demotivate your subordinates by not giving them sufficient challenges, whereas you are only trying to protect them.
- 3 You are surprised about the negative reactions of your colleagues if and when you want to employ a family member or somebody else from your network back home.

### Person transferring know-how

- 1 You may be pleasantly surprised by the fact that students try to please you all the time, but after some time you may get bothered.
- 2 You may demotivate your students by not giving them challenging tasks to do.
- 3 You may get annoyed by the fact that parents may bully you if they think you treated their children in an unfair way instead of trying to appease you in order to obtain preferential treatment for their children.

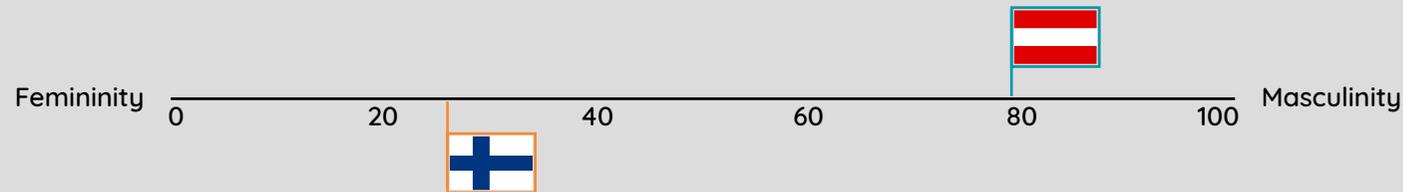


# AUSTRIA COMPARED TO FINLAND ON MASCULINITY

## Country to country comparison

At 79, Austria is a Masculine society – success-oriented and driven. Behaviour in school, work, and play are based on the shared values that people should “strive to be the best they can be” and that “the winner takes all”. The emphasis is on equity, competition, and performance. Conflicts are resolved at the individual level by fighting them out, and the goal is to win.

Difference Austria and Finland: 53



## When working in a country that is much more masculine (higher MAS) than you're used to:

### Subordinate

- Sacrifices in the form of longer work hours, shorter holidays and possibly more travel are expected, to be successful
- Self-promote and highlight your performance
- Expect your boss to praise your successes personally and in public
- Expect your organisation to focus development efforts on the successful achievers only
- Expect your boss to agree to clear objectives and targets as performance measures that will be reviewed and are non-negotiable
- People will discuss business anytime, even at social gatherings
- "Time is money" - Meetings should be "to the point", have a clear objective and decisive outcome

### Superior

- Business can be discussed anytime, even at social gatherings
- Show off your accomplishments and likewise expect subordinates to highlight individual performance
- Be decisive and get employee buy-in afterwards
- Create a competitive working environment
- People are motivated by privileges (promotion, money, etc.)
- Base performance measurement and management on formalized assessment instruments which set and reward fix targets
- Focus personnel development efforts on the successful to make them even more successful
- "Time is money" - Meetings should be "to the point", have a clear objective and decisive outcome

### Person transferring know-how

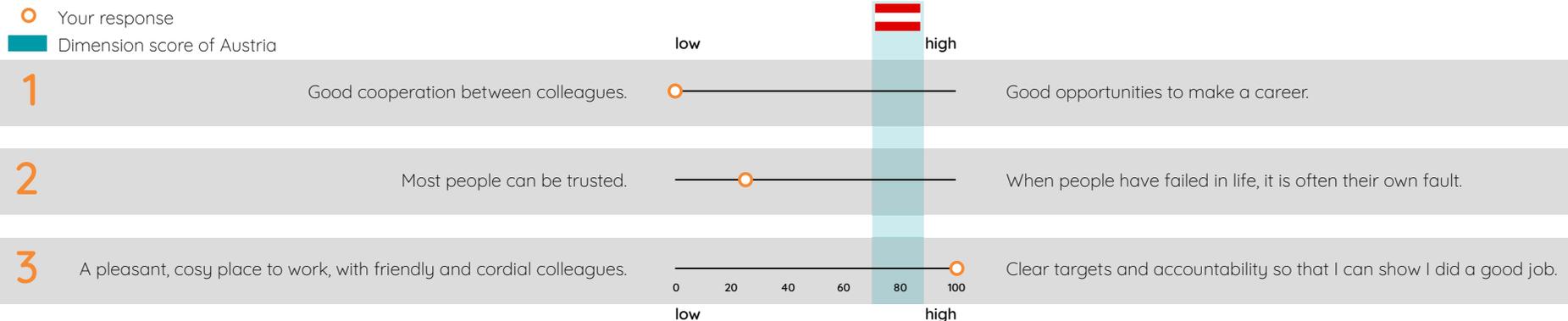
- Anticipate self-promotion to be accepted and expected from you to highlight your status and success
- Expect to be praised personally and in public, by your students as well as superiors
- Anticipate competition and conflict to be seen as positive if not desirable
- Development efforts and rewards focus only on the successful achievers
- 'Being the best' and getting recognition for it is an important motivator



# YOUR PERSONAL FEEDBACK ON MASCULINITY

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on masculinity is 99. This means that 99% of respondents have lower or the same score as you, and 1% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.



When working with people from Austria as a:

## Subordinate

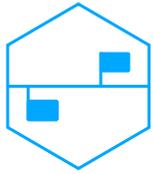
- 1 You may not like the attitude of your colleagues that the winner takes all, which weakens their willingness to cooperate well together.
- 2 You may be surprised that colleagues who fail don't get a lot, if any sympathy and support from their peers.
- 3 You may get upset by the degree of jealousy there exists; your colleagues gossip a lot about each other and they worry that some are treated more preferentially than they themselves.

## Superior

- 1 You may dislike the attitude of your colleagues that the winner takes all, which weakens their willingness to cooperate genuinely well together.
- 2 You may find out at a price that most people can not be trusted as they will try to take you for a ride if you are credulous.
- 3 You may get annoyed by the fact that your direct subordinates are being motivated by so many different things simultaneously, implying that they can also easily become demotivated by rather irrelevant issues such as kind colleagues.

## Person transferring know-how

- 1 You may get upset if and when the system rewards students' performance instead of their social adaptation.
- 2 You may demotivate your best students by using the average student as the norm instead of the best student.
- 3 You may demotivate your students by coming across as knowledgeable instead of trying to come across as kind.

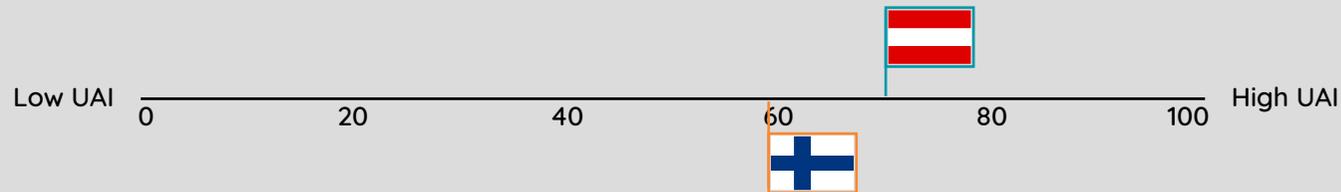


# AUSTRIA COMPARED TO FINLAND ON UNCERTAINTY AVOIDANCE

## Country to country comparison

Scoring 70 in this dimension, Austria demonstrates a high preference for avoiding uncertainty. These societies do not readily accept change and are very risk adverse. They maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. To minimize or reduce the level of uncertainty, there is an emotional need for strict rules, laws, policies, and regulations.

Difference Austria and Finland: 11



When working in a country that is more uncertainty avoiding (stronger UAI) than you're used to:

### Subordinate

- Punctuality may be important
- Your work may be examined in detail; factual or statistical back-up may be appreciated
- Conflicts and competition may be considered less desirable as they lead to unpredictability
- Your boss might express frustration through showing emotions
- Your boss may be a subject matter expert and then may have most answers to your questions
- New ideas, ways or methods may not be readily appreciated; details may be necessary to foster confidence in them
- In order to take a decision, your boss expects detailed information and an in-depth plan

### Superior

- Creating structure and predictability may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- The ideal leader may be a subject matter expert
- Communication may be "sender-oriented", i.e. the receiver should understand what the expert is saying about the subject
- Risk management may be more important, creating a need for contingency plans
- Unpredictability from conflicts and competition may be undesirable
- New ideas, ways or methods may not always be readily appreciated - details may help foster confidence
- As the 'expert', your employees may expect you to have all the answers

### Person transferring know-how

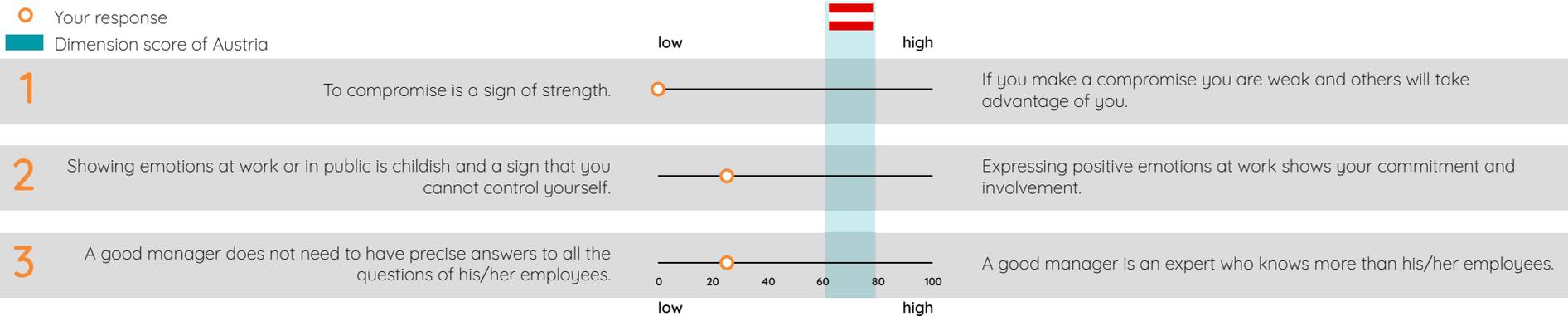
- Creating structure and predictability of assignments and expectations may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- Experts may be in high regard and may be expected to be well prepared and have precise answers to all questions
- People may be more easily stressed and express frustration through showing emotions and expect you to do so as well
- New ideas, ways or methods (innovative approaches) may not be readily appreciated
- Unpredictability from conflicts and competition may be undesirable



# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on uncertainty avoidance is 19. This means that 19% of respondents have lower or the same score as you, and 81% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.



## When working with people from Austria as a:

### Subordinate

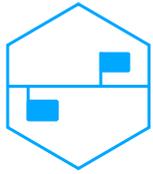
- 1 You may get frustrated that in case of disagreement there exists so little willingness on the side of your counterparts to compromise.
- 2 You may give your counterparts the feeling that you are not all that committed by not showing your involvement in an emotional way.
- 3 You may give your counterparts the idea that you are less knowledgeable than you are, which may have a negative impact on the way you are being assessed.

### Superior

- 1 You may demotivate your colleagues if you don't defend your position and/or point of view and that of the organisation adamantly.
- 2 You may give your subordinates the feeling that you are not all that committed and involved by not showing a lot of emotions.
- 3 You may give your colleagues the idea that you are less knowledgeable than you are, which may demotivate them and which will raise the question why you got this job in the first place.

### Person transferring know-how

- 1 You may wonder why students don't disagree with you at all. If they do, however, please be on guard.
- 2 You may demotivate your students by giving them the feeling that you are not really interested in them by not showing any compassion.
- 3 You may demotivate your students if you tell them that you don't have precise answers to all their questions.



# AUSTRIA COMPARED TO FINLAND ON LONG-TERM ORIENTATION

## Country to country comparison

At a relatively high score of 60, Austria exhibits a more pragmatic than normative culture. In societies with a pragmatic orientation, people believe that truth depends very much on the situation, context, and time. They show an ability to easily adapt traditions to changed conditions, a strong propensity to save and invest, and thriftiness and perseverance in achieving results.

Difference Austria and Finland: 22



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Superior

- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose

### Person transferring know-how

- New information should and will be synthesized and checked for utility rather than its absolute truth - the concept of consistency does not hold as much importance
- Don't ask 'why' too often, the focus is on what and how
- People tend to strive for sustained and slow results; giving students a grand picture without substance in terms of detailed information will be demotivating
- Expect most people to be motivated by long-term commitments
- People are open to change, relativity and interrelations



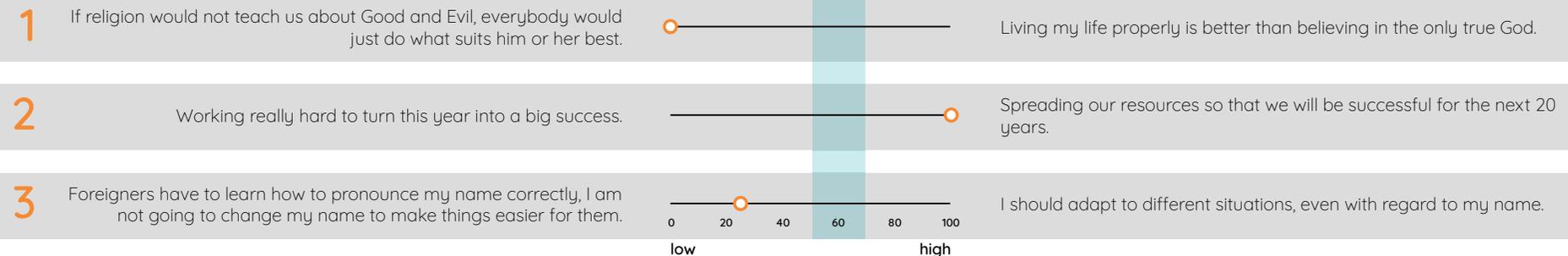
# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on long-term orientation is 1. This means that 1% of respondents have lower or the same score as you, and 99% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.

○ Your response

■ Dimension score of Austria



When working with people from Austria as a:

## Subordinate

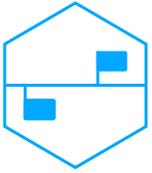
- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 You may get upset that your colleagues are trying to realise their annual targets with all their might without taking into consideration the consequences of their actions regarding future success.
- 3 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.

## Superior

- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 You may get upset that your colleagues are trying to realise their annual targets with all their might without taking into consideration the consequences of their actions regarding future success.
- 3 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.

## Person transferring know-how

- 1 You may demotivate your students by trying to give them a grand picture without a lot of substance in terms of detailed information.
- 2 You may not be aware that most students are motivated by quick results and quick successes during their learning cycle.
- 3 You may mystify your students by emphasising the importance of consistency, a concept which in all likelihood didn't exist originally in your host country.

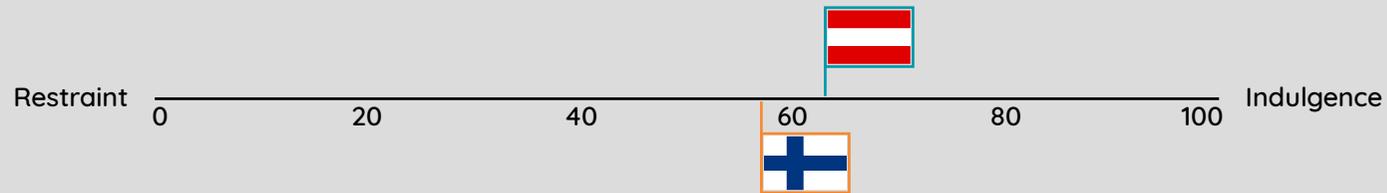


# AUSTRIA COMPARED TO FINLAND ON INDULGENCE

## Country to country comparison

At a relatively high score of 63, Austrian culture is more indulgent than restrained. People in indulgent societies generally exhibit a willingness to realise their impulses and desires regarding enjoying life and having fun. They have a tendency towards optimism. In addition, they place a higher degree of importance on leisure time and spend money as they wish.

Difference Austria and Finland: 6



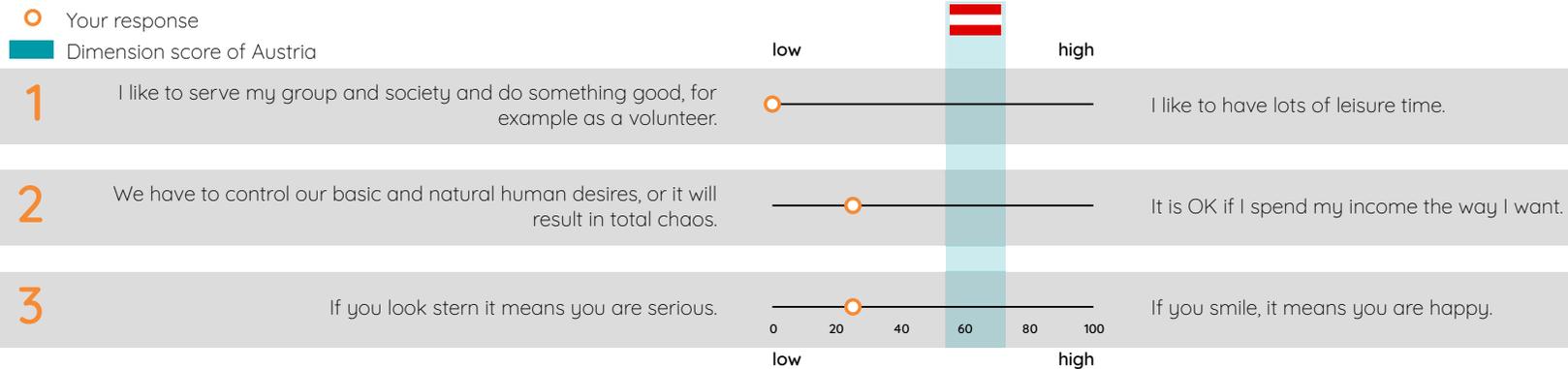
Based on the country scores, there is no significant difference between the selected countries on this dimension. People are likely to behave differently anyway. Dimension scores can be reflected in many ways which differ per country even if they have the same score.



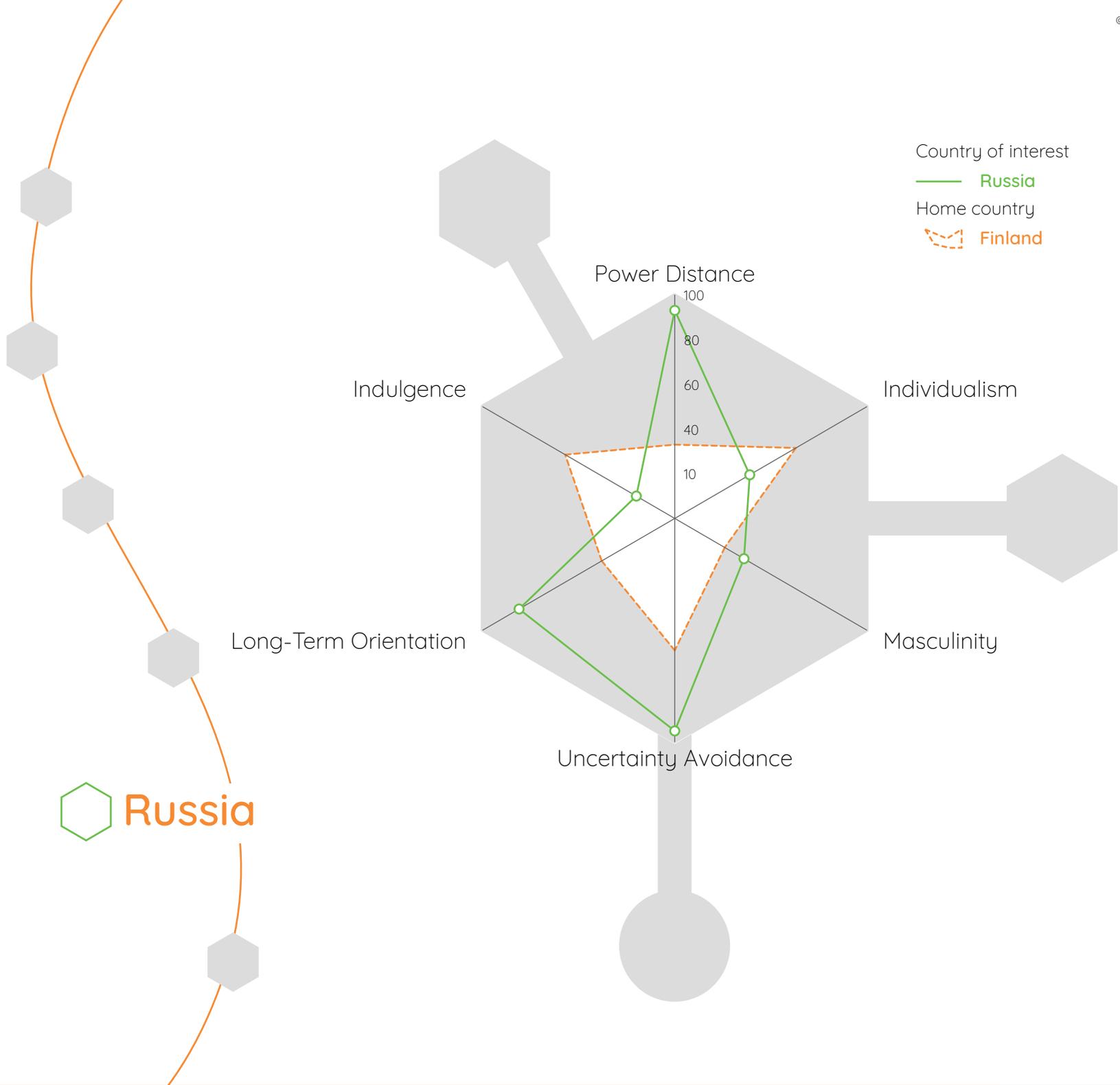
# YOUR PERSONAL FEEDBACK ON INDULGENCE

Based on your answers, we have generated personal feedback for you.

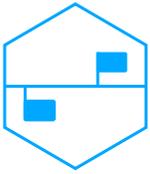
In comparison to other respondents, your score on indulgence is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of Austria are presented below.



For this latest dimension we cannot yet provide personal feedback.



 **Russia**

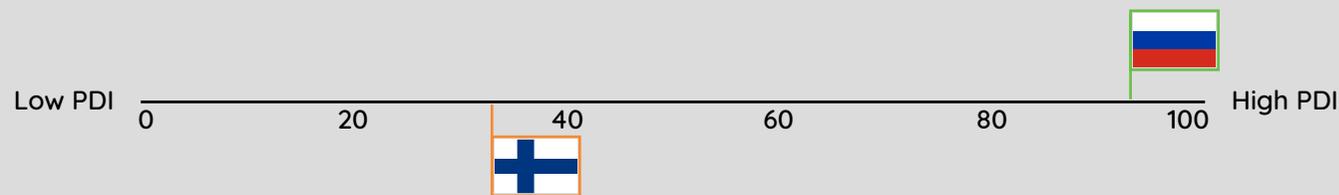


# RUSSIA COMPARED TO FINLAND ON POWER DISTANCE

## Country to country comparison

With a very high score of 93, Russia is a nation where power holders are very distant in society. People in this society accept a hierarchical order in which everybody has a place, and which needs no further justification. Hierarchy is seen as reflecting inherent inequalities, and the different distribution of power justifies the fact that power holders have more benefits than the less powerful in society. The discrepancy between the less and the more powerful people leads to a great importance of status symbols.

Difference Russia and Finland: 60



## When working in a country that is much more authoritarian (higher PDI) than you're used to:

### Subordinate

- Show respect to any person senior in rank or age, and use the appropriate title
- Superiors are less accessible (closed doors)
- You are given clear instructions about what to do and how to do it, don't take initiative
- Expect your work to be inspected
- Don't volunteer to give negative feedback to your superior
- Don't offer opinions, ask questions, or express disagreement during a discussion or meeting. Do it after the meeting, informally and in private
- Promotions depend on seniority and experience, not necessarily on performance and achievement
- Information is power, it is provided on a "need-to-know" basis

### Superior

- Show respect to any person senior in rank or age, and use the appropriate title
- People will tell you good news only - Invest a lot of energy in finding out what really goes wrong
- Give clear and explicit direction to your team members, do not expect initiative to be taken
- Information is power - communication is provided on a "need-to-know" basis
- Inspect the work being done; people will respect what you inspect
- Promotions depend more upon seniority and experience - not necessarily upon performance and achievement
- Decision-making is centralized
- Expect to be judged on who you are, not on what you do

### Person transferring know-how

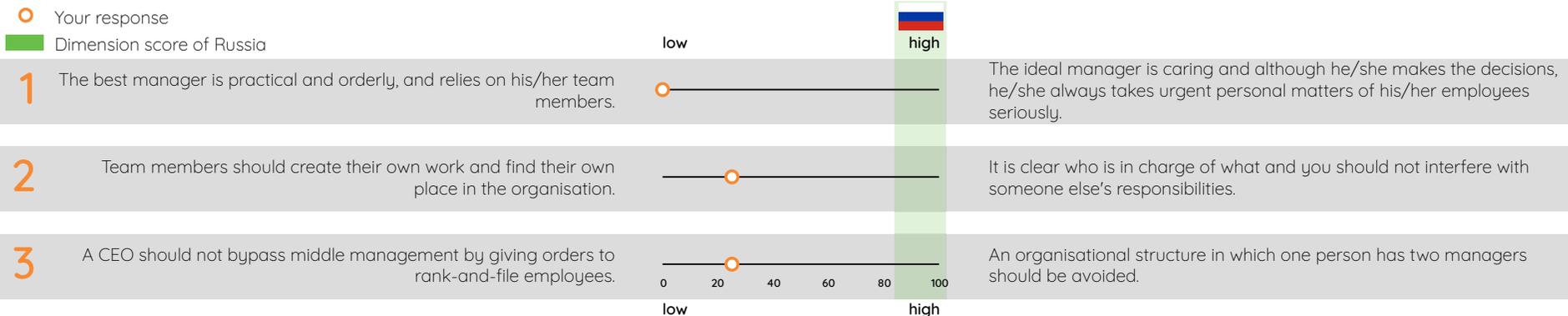
- Give clear and precise instructions as well as clearly expressed expectations to your students, calling for less initiative
- In plenart, people don't tend to offer opinions, ask questions, nor express disagreement during the discussion. They will do that afterwards, in private and informally
- People give more importance to hierarchy, status and privileges (to express power differences and credibility)
- Communication is indirect and selective; there's a need to read between the lines
- Expect to be judged on who you are, not on what you do



# YOUR PERSONAL FEEDBACK ON POWER DISTANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on power distance is 88. This means that 88% of respondents have lower or the same score as you, and 12% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.



## When working with people from Russia as a:

### Subordinate

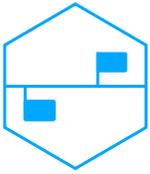
- 1 Your boss may be interested in your personal life without disclosing anything about his/her own private life, which appears to be unfair.
- 2 You may get the feeling that your superior doesn't trust you by not giving you enough authority.
- 3 You may get demotivated if your boss is cutting you out when you have a middle management position.

### Superior

- 1 You may demotivate your subordinates by not showing interest in their personal life and that of their family.
- 2 You may demotivate your subordinates if you are not giving sufficient guidance to them.
- 3 Your subordinates may get the feeling that you don't want to be on top of the business by delegating too much, apparently because you cannot cope with all the responsibility put on your shoulders.

### Person transferring know-how

- 1 You may be surprised if you find out that students will normally ask you only questions if you stay behind during breaks.
- 2 Your students may feel lost as you may not make sufficiently clear what is expected from them.
- 3 You may belittle yourself in the eyes of your students by playing down your status by which you may lose credibility.

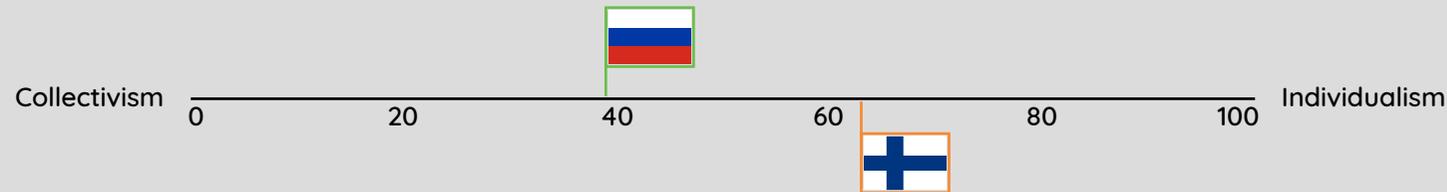


# RUSSIA COMPARED TO FINLAND ON INDIVIDUALISM

## Country to country comparison

Russia, with a relatively low score of 39, tends towards a collectivist culture. These are characterised by an early integration and close, long-term commitment to a strong, cohesive 'in-group'. Society fosters strong relationships where everyone takes responsibility for and protects fellow members of their group. Loyalty is paramount and overrides most other societal rules. In these societies, offence leads to shame and loss of face.

Difference Russia and Finland: 24



When working in a country that is much more collectivistic (lower IDV) than you're used to:

### Subordinate

- Focus on relationship over task: Invest in building relationships to establish trust
- Communication is implicit and indirect
- Praise and criticism is most likely directed to a team rather than individuals and expressed carefully
- Don't express your personal opinion; opinions are predetermined by the in-group
- Do not criticize or gainsay your manager
- You can expect your organization to act in your interest and to be responsible for your career (reciprocal loyalty)
- Promotion is based on loyalty and seniority
- When making mistakes people lose face, having damaged the group's standing

### Superior

- Focus on relationship over task: Invest in relationships to build trust
- Employees expect their organization to act in their interest and to be responsible for their career (reciprocal loyalty)
- Communication is implicit and subtle
- Employees will tell you what you want to hear to perpetuate harmony and face; invest a lot of energy in finding out what goes wrong
- Don't criticize individuals in public; do it privately in an indirect way so they don't feel they lose face
- Motivation is achieved through group success; reward and praise the team
- Promotion is based on loyalty and seniority
- People openly favor close relations or group members over others

### Person transferring know-how

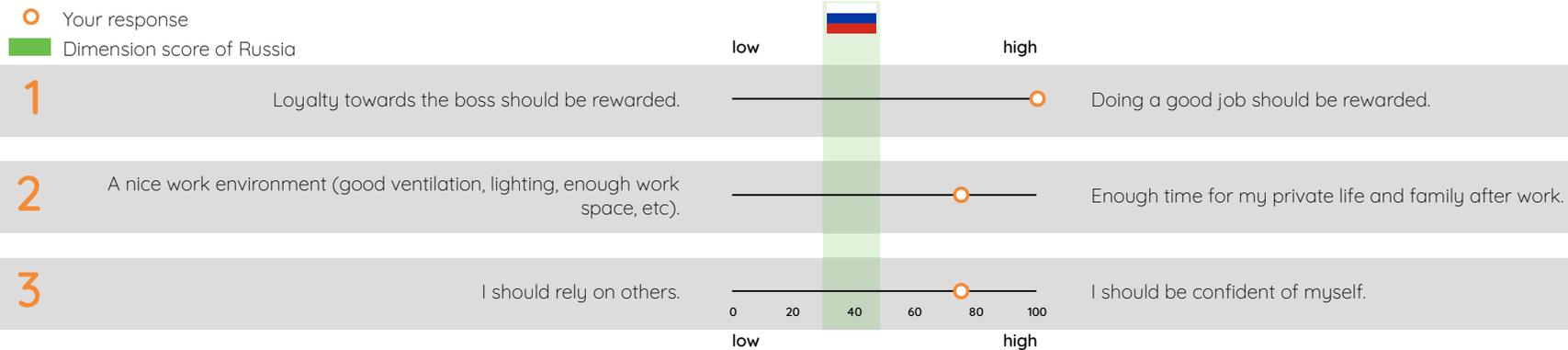
- Students will tell you what you want to hear to perpetuate harmony and face; invest a lot of energy in finding out if they disagree with you or are unhappy
- People don't express their personal opinion; opinions are predetermined by the in-group
- Communication is implicit and indirect
- Motivation is achieved through group success; reward and praise the team
- Building relationships is key to establish trust
- Favouring close relations and friends over others is an accepted practice; thus parents can try to give you favors so that you will give their son or daughter preferential treatment



# YOUR PERSONAL FEEDBACK ON INDIVIDUALISM

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on individualism is 22. This means that 22% of respondents have lower or the same score as you, and 78% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.



## When working with people from Russia as a:

### Subordinate

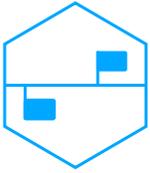
- 1 You may get the impression that your native colleagues are more easily promoted than you, although you are more knowledgeable and doing therefore a much better job. That was anyway the reason why they hired you or sent you there in the first place.
- 2 You are getting surprised if not annoyed by the fact that so little distinction is made between work life and private life.
- 3 You may get "claustrophobic" once you have found out that you cannot do anything unseen.

### Superior

- 1 You may demotivate your colleagues as it is not at all clear to them on which criteria you are promoting people.
- 2 Your subordinates will doubt your commitment with the firm as you seem to spend so much time and effort on your spouse and children, if you have them, and/or on friends who have nothing to do with the work situation.
- 3 You may not know what really happens in your organisation by not creating long-lasting trust relationships and/or by lacking trustworthy informants.

### Person transferring know-how

- 1 You may be pleasantly surprised by the fact that students try to please you all the time, but after some time you may get bothered.
- 2 You may be surprised if you find out that students will normally only ask you questions if you stay behind during breaks; you will demotivate them if you don't make time available to do so.
- 3 You may get frustrated if none of the students will give an answer if you ask them to do so. Only if you address a particular student may an answer be given, but then only hesitantly.



# RUSSIA COMPARED TO FINLAND ON MASCULINITY

## Country to country comparison

At 36, Russia scores relatively low on this dimension, making it a moderately feminine society. This means that society is driven by a certain amount of modesty and fairness. People in such societies value equality, solidarity and quality in their working lives. Conflicts can be threatening, because they endanger the well-being of everyone; they are resolved by compromise and negotiation.

Difference Russia and Finland: 10



## When working in a country that is more masculine (higher MAS) than you're used to:

### Subordinate

- Sacrifices in the form of longer work hours, shorter holidays or more travel may be expected from you in order to be successful
- Self-promotion and highlighting your performance may be well received
- Your boss may praise your successes personally and in public
- Your organisation may focus development efforts on the successful achievers
- Your boss may aim for clear objectives and targets as performance measures
- Business may be discussed outside of business hours
- Meetings may be more "to the point"

### Superior

- Business may be discussed outside of business hours
- Privileges (promotion, money, etc.) and competition may be more of a motivator than you are used to
- Performance measurement and management may be expected to be based on formalized assessment instruments, which set and reward fix targets based on individual accomplishments
- Personnel development may be expected to be focus more on successful people to make them even more successful
- Emphasizing your personal success more than you are used to may be well received
- Meetings may be more "to the point"

### Person transferring know-how

- Self-promotion may be more accepted and expected from you to highlight your status and success
- You may be praised personally and in public, by your students as well as superiors
- Competition and confrontation may be seen as more desirable than you are used to
- Development efforts and rewards may focus mostly on the successful achievers
- 'Being the best' and getting recognition for it may be an important motivator



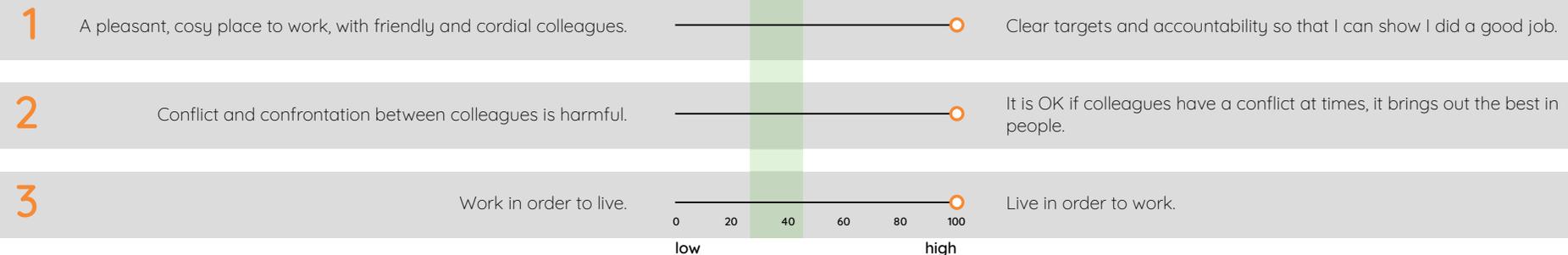
# YOUR PERSONAL FEEDBACK ON MASCULINITY

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on masculinity is 99. This means that 99% of respondents have lower or the same score as you, and 1% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.

○ Your response

■ Dimension score of Russia



## When working with people from Russia as a:

### Subordinate

- 1 You may get upset by the degree of jealousy there exists; your colleagues gossip a lot about each other and they worry that some are treated more preferentially than they themselves.
- 2 You may get annoyed that your colleagues seem to try to avoid conflicts at all costs, unless they really cannot be avoided. In the latter case they may then fester for a long time.
- 3 You may get annoyed by the fact that so many of your colleagues don't seem to be really committed. They prefer to dabble in all kind of activities outside work which are unrelated to the job they do.

### Superior

- 1 You may get annoyed by the fact that your direct subordinates are being motivated by so many different things simultaneously, implying that they can also easily become demotivated by rather irrelevant issues such as kind colleagues.
- 2 You may get annoyed by the fact that your colleagues try to stop you if you want to confront somebody head on.
- 3 You may get concerned by the fact that so many of your colleagues are not really all that committed. They seem to prefer to dabble in all kind of activities outside the work situation which are unrelated to the job they do.

### Person transferring know-how

- 1 You may demotivate your students by coming across as knowledgeable instead of trying to come across as kind.
- 2 You may get the feeling that many of those around you are pushovers as they seem to avoid conflicts and confrontations as much as possible.
- 3 You may overestimate the negative impact that failure will have on students' self-image.

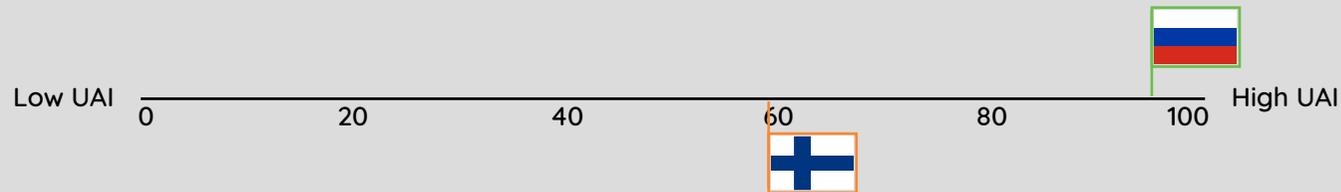


# RUSSIA COMPARED TO FINLAND ON UNCERTAINTY AVOIDANCE

## Country to country comparison

At 95, Russia scores very high on Uncertainty Avoidance, demonstrating that as a nation they seek mechanisms to avoid ambiguity. People do not readily accept change and are very risk adverse. They maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. To minimize the level of uncertainty, there is an emotional need for strict rules, laws, policies, and regulations.

Difference Russia and Finland: 36



## When working in a country that is more uncertainty avoiding (stronger UAI) than you're used to:

### Subordinate

- Punctuality may be important
- Your work may be examined in detail; factual or statistical back-up may be appreciated
- Conflicts and competition may be considered less desirable as they lead to unpredictability
- Your boss might express frustration through showing emotions
- Your boss may be a subject matter expert and then may have most answers to your questions
- New ideas, ways or methods may not be readily appreciated; details may be necessary to foster confidence in them
- In order to take a decision, your boss expects detailed information and an in-depth plan

### Superior

- Creating structure and predictability may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- The ideal leader may be a subject matter expert
- Communication may be "sender-oriented", i.e. the receiver should understand what the expert is saying about the subject
- Risk management may be more important, creating a need for contingency plans
- Unpredictability from conflicts and competition may be undesirable
- New ideas, ways or methods may not always be readily appreciated - details may help foster confidence
- As the 'expert', your employees may expect you to have all the answers

### Person transferring know-how

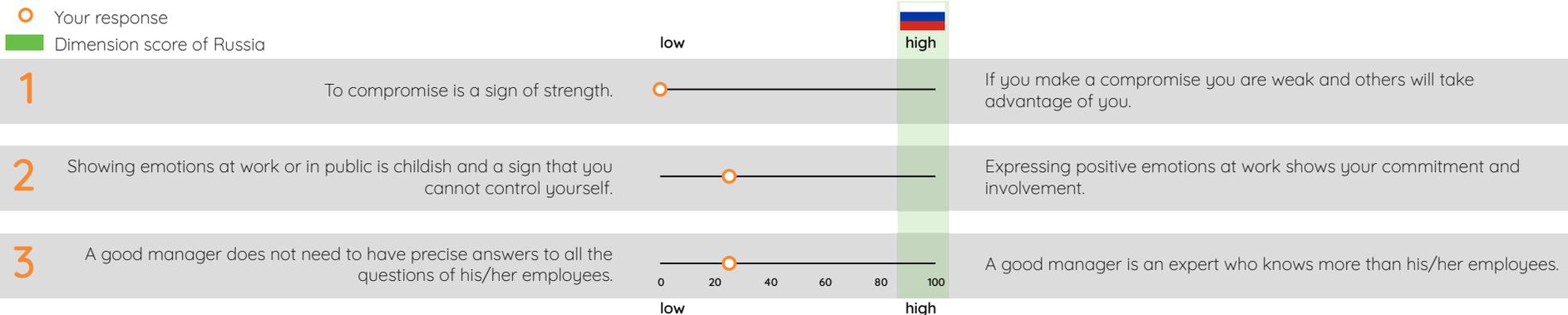
- Creating structure and predictability of assignments and expectations may be appreciated, as people may look to rules and structure to manage uncertainties and ambiguities
- Experts may be in high regard and may be expected to be well prepared and have precise answers to all questions
- People may be more easily stressed and express frustration through showing emotions and expect you to do so as well
- New ideas, ways or methods (innovative approaches) may not be readily appreciated
- Unpredictability from conflicts and competition may be undesirable



# YOUR PERSONAL FEEDBACK ON UNCERTAINTY AVOIDANCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on uncertainty avoidance is 19. This means that 19% of respondents have lower or the same score as you, and 81% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.



## When working with people from Russia as a:

### Subordinate

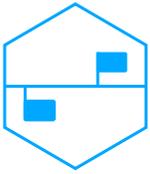
- 1 You may get frustrated that in case of disagreement there exists so little willingness on the side of your counterparts to compromise.
- 2 You may give your counterparts the feeling that you are not all that committed by not showing your involvement in an emotional way.
- 3 You may give your counterparts the idea that you are less knowledgeable than you are, which may have a negative impact on the way you are being assessed.

### Superior

- 1 You may demotivate your colleagues if you don't defend your position and/or point of view and that of the organisation adamantly.
- 2 You may give your subordinates the feeling that you are not all that committed and involved by not showing a lot of emotions.
- 3 You may give your colleagues the idea that you are less knowledgeable than you are, which may demotivate them and which will raise the question why you got this job in the first place.

### Person transferring know-how

- 1 You may wonder why students don't disagree with you at all. If they do, however, please be on guard.
- 2 You may demotivate your students by giving them the feeling that you are not really interested in them by not showing any compassion.
- 3 You may demotivate your students if you tell them that you don't have precise answers to all their questions.

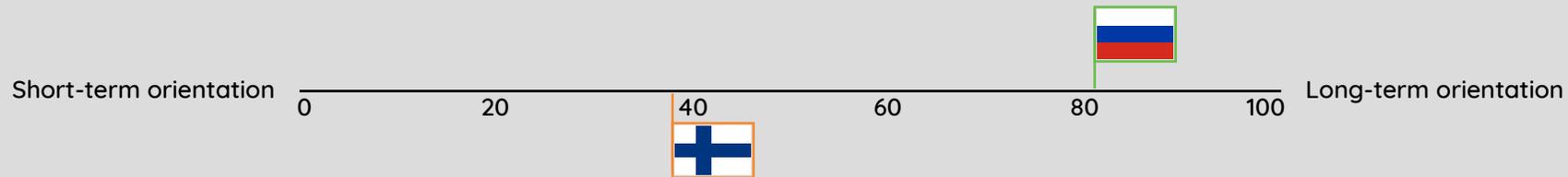


# RUSSIA COMPARED TO FINLAND ON LONG-TERM ORIENTATION

## Country to country comparison

With a very high score of 81, Russian culture is shown to be highly pragmatic. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context, and time. They show an ability to adapt traditions easily to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results.

Difference Russia and Finland: 43



When working in a country that is much more long-term oriented (higher LTO) than you're used to:

### Subordinate

- Expect the main work values to be future-oriented, such as learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Don't ask 'why' too often, the focus is on what and how
- New information should be synthesized and checked for utility
- Expect to work towards and be measured on long-term results (5-10 years)
- Truth is dependent on time and context; there can be many truths
- Expect people to invest in lifetime, personalized networks of influence and social relationships (Guanxi)
- Expect people to be pragmatic; they tend to focus on the question if information is useful
- Contracts and agreements are guidelines that may be deviated from in case of doubt

### Superior

- Expect the main work values to be future-oriented, including learning, adaptiveness, thrift, accountability, perseverance and self-discipline
- Expect to work and be measured on long-term results (5-10 years)
- New information should be synthesized and checked for utility
- Truth is dependent on time and context; there can be many truths
- Lifetime, personalized networks of influence and social relationship are important and have a great impact on decisions (Guanxi)
- Meet the need for long-term successes even if it's at the expense of immediate results
- Willingness to subordinate oneself for a purpose

### Person transferring know-how

- New information should and will be synthesized and checked for utility rather than its absolute truth - the concept of consistency does not hold as much importance
- Don't ask 'why' too often, the focus is on what and how
- People tend to strive for sustained and slow results; giving students a grand picture without substance in terms of detailed information will be demotivating
- Expect most people to be motivated by long-term commitments
- People are open to change, relativity and interrelations



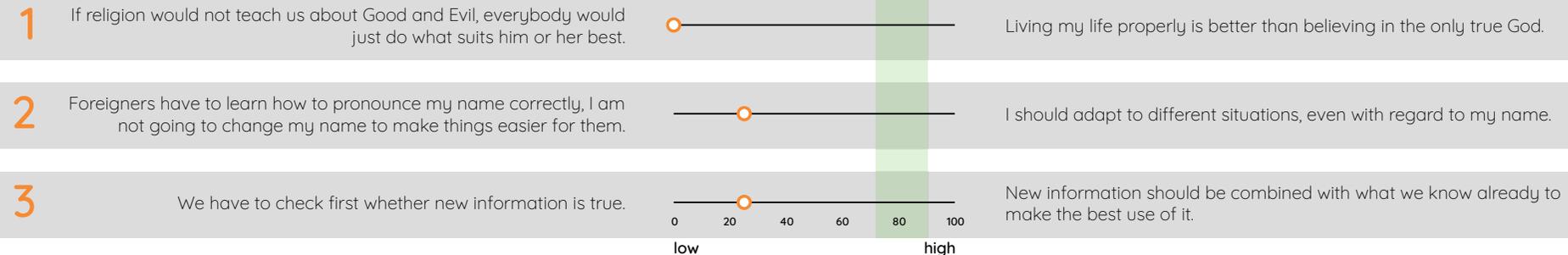
# YOUR PERSONAL FEEDBACK ON LONG-TERM ORIENTATION

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on long-term orientation is 1. This means that 1% of respondents have lower or the same score as you, and 99% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.

○ Your response

■ Dimension score of Russia



## When working with people from Russia as a:

### Subordinate

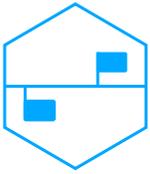
- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 You may get worried that your colleagues don't seem to have strong feelings about Good and Evil, making them somewhat unpredictable in emotionally crucial situations.
- 3 You may get upset about how easily your colleagues are taking new information on board without checking whether the new information offered to them is true.

### Superior

- 1 You may be surprised that religion doesn't play such an important role in life compared to your own country.
- 2 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.
- 3 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.

### Person transferring know-how

- 1 You may demotivate your students by trying to give them a grand picture without a lot of substance in terms of detailed information.
- 2 You may mystify your students by emphasizing the importance of consistency, a concept which in all likelihood didn't exist originally in your host country.
- 3 You may not be aware that your students don't so much ask themselves whether the information offered by you is true but whether it is useful.

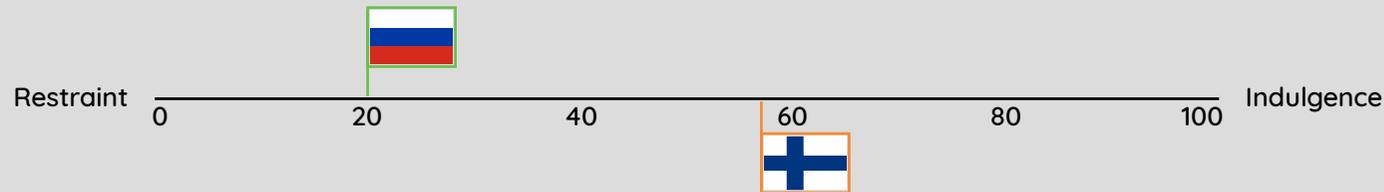


# RUSSIA COMPARED TO FINLAND ON INDULGENCE

## Country to country comparison

Russia's very low score of 20 indicates a culture characterised by great restraint. Restrained societies have a tendency toward cynicism and pessimism. Also, they do not put much emphasis on leisure time and control the gratification of their desires. People have the perception that their actions are, or should be, restrained by social norms and feel that indulging themselves is somewhat wrong.

Difference Russia and Finland: 37



## When working in a country that is more restrained (lower IVR) than you're used to:

### Subordinate

- Managers are less approachable than what you are used to
- It will be more difficult to get constructive feedback
- Maintaining order will likely have a high priority for your manager; avoid anything that may appear chaotic

### Superior

- You may need to encourage people in different ways to be participative
- Subordinates are unlikely to express their state of mind through facial expressions
- Being thrifty is of higher importance, thus you may need to encourage people to spend money
- Expect cynicism among employees

### Person transferring know-how

- Students take things more seriously. Be careful not to ask too much from them - they will get anxious if they cannot complete your requests
- Your students may be more pessimistic about what they have learned and give worse feedback than what you are used to
- Have a structured teaching approach or students will feel lost and find you unorganised



# YOUR PERSONAL FEEDBACK ON INDULGENCE

Based on your answers, we have generated personal feedback for you.

In comparison to other respondents, your score on indulgence is 2. This means that 2% of respondents have lower or the same score as you, and 98% of respondents have higher score. Your personal preferences that differ most from the dimension score of Russia are presented below.

○ Your response

■ Dimension score of Russia

1

Work should be organised in a steamlined way.

low high

As long as you meet the objectives, you can organise your work any way you want.

2

It is not allowed to use email and internet privately at work.

low high

It is not a problem to use email and internet privately at work.

3

I like to serve my group and society and do something good, for example as a volunteer.

0 20 40 60 80 100

I like to have lots of leisure time.

low high

For this latest dimension we cannot yet provide personal feedback.



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info@hofstede-insights.com  
hofstede-insights.com