the hofstede model©
Strategy Culture Change
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INTRODUCTION:

The first six autonomous dimensions of the Hofstede Model are:
- D1, Means oriented versus goal oriented
- D2, Internally driven versus externally driven
- D3, Easy-going versus strict work discipline
- D4, Local versus Professional
- D5, Open systems versus closed systems
- D6, Employee oriented versus work oriented

The next two semi-autonomous dimensions are:
- D7: Degree of acceptance of leadership style
- D8: Degree of identification with the firm

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The terminologies of The Hofstede Model are until now not yet widely used. Most of us are not interested to know to which degree our culture scores "local" on D4. Even if this will become the case, it still may not answer all our questions directly. You may want to know whether the culture will support or hinder open communication, internal entrepreneurship or safety; aspects which are not directly addressed by the eight dimensions in the model. Nevertheless, these topics, here called sub-dimensions, are fully covered by the model. Sub-dimensions are composed of two or more dimensions each with their own relative weight. These sub-dimensions, therefore, are not autonomous, implying that not every combination of scores on sub-dimensions can be realized at the same time in the same group. Thus, a culture which simultaneously supports entrepreneurship and safety fully among the same group of people is non-existent. If you nevertheless attach great importance to both aspects it may be wise to create functional diversity in culture among different groups. This will imply that the sub-cultures will differ on only those aspects, which will enable optimal realization of results.

Thus, the four HR sub-dimensions included here don't cover more ground. As it is, however, hard to oversee the consequences of all possible combinations among those eight dimensions, here core aspects of HR, seen from a cultural perspective have been singled out, as an add-on. Later, this will be done for more topics. These four HR sub-dimensions are:

DESCRIPTION OF DIMENSIONS

D1, Means oriented versus goal oriented

The means oriented versus goal oriented dimension is, among the six dimensions, most closely connected with the effectiveness of the organization.

In a means oriented culture the key feature is the way in which work has to be carried out; people identify with the "how".

In a goal oriented culture employees are primarily out to achieve specific internal goals or results, even if these involve substantial risks; people identify with the "what".

In a **very** means oriented culture people perceive themselves as avoiding risks and making only a limited effort in their jobs, while each work day is pretty much the same. In a **very** goal oriented culture it is the reverse.

It is the challenge to score as goal oriented as possible. Yet, in work situations with a substantial degree of risk such as in the process industry a means oriented score can be very functional.

D1: *Organizational effectiveness*

Means oriented   Goal oriented

0   50   100
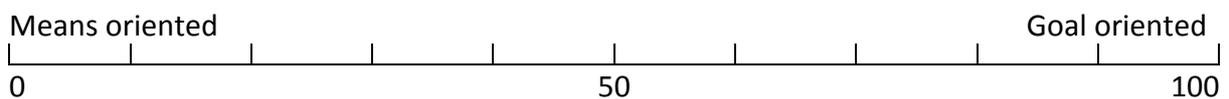
D2, Internally driven versus externally driven:

In a **very** internally driven culture employees perceive their task towards the outside world as totally given, based on the idea that business ethics and honesty matters most and that they know best what is good for the customer and the world at large.

In a **very** externally driven culture the only emphasis is on meeting the customer's requirements; results are most important and a pragmatic rather than an ethical attitude prevails.

Dimension D2 is distinguishable from dimension D1 because in this case it is not impersonal results that are at stake, but the satisfaction of the customer, client or commissioning party.

D2: *Customer orientation*

Internally driven   Externally driven

0   50   100
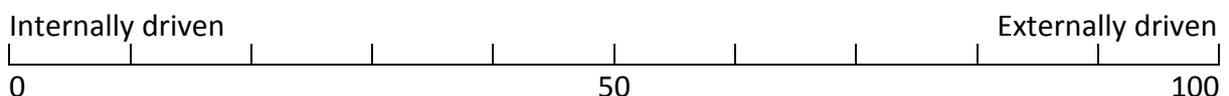
D3, Easy-going versus strict work discipline

This dimension refers to the amount of internal structuring, control and discipline.

A **very** easy-going culture reveals loose internal structure, a lack of predictability, and little control and discipline; there is a lot of improvisation and surprises. This will enable thinking out of the box.

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A **very** strict work discipline reveals the reverse. People are very cost conscious, punctual and serious. This will enable meticulous execution of work.

While dimension D3 describes the predictability of internal functioning, dimension D2 indicates to what extent functioning vis-à-vis the surroundings (usually the client) is programmed beforehand.

D3: *Control*

Easy-going   Strict work discipline

0   50   100

D4, Local versus Professional
In a local company employees identify with the boss and/or the unit in which one works. In a professional organization the identity of an employee is determined by his profession and/or the content of the job. D4 indicates to what extent employees' functioning is predictable due to the influence of internal social norm.

The identification with the total organization is not measured by D4 but by D8.

In a **very** local culture employees are very short term directed, they are internally focused and there is strong social control to be like everybody else.
In a **very** professional culture it is the reverse.

D4: *Focus*

Local   Professional

0   50   100

D5, Open systems versus closed systems
This dimension relates to the accessibility of an organization. In a **very** open culture newcomers are made immediately welcome, one is open both to insiders and outsiders, and it is believed that almost anyone would fit in the organization. In a **very** closed organisation it is the reverse.

This aspect of a culture is most related to labor satisfaction, as employees prefer an open culture most. Yet, management will sometimes opt for a closer culture than is found at present due to industrial espionage or for other reasons.

D5: *Approachability*

Open systems   Closed systems

0   50   100

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D6, Employee oriented versus work oriented

Employee orientation opposes a concern for people to a concern for completing the job, whatever the price may be. This aspect of the culture is most related to the management philosophy per se.

In **very** employee oriented organizations operational staff feels that personal problems are taken into account and that the organization takes co-responsibility for the welfare of its employees, even if this is at the expense of the work (but only in extreme cases; i.e. for scores around 0 to 10.

In **very** work oriented organizations there is heavy pressure to perform the task even if this is at the expense of employees.

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D6: *Management philosophy*

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Employee oriented   Work oriented

0   50   100

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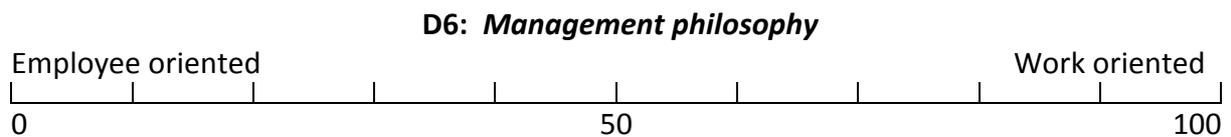
D7, Low versus high degree of acceptance of leadership style

The score on this semi-autonomous dimension is found by comparing the answers of respondents to the question describing the actual leadership style of their direct boss with their preferred leadership style. The score on this dimension doesn't give you any content. It only shows to which degree respondents have what they prefer.
There is a certain correlation with the scores on D1.

The content is correlated with the Power Distance Index of the 5-D Model.

In a report the content will also be given separately and will be explained during the seminar.

D7: *Degree of acceptance of leadership style*

Low   High

0   50   100
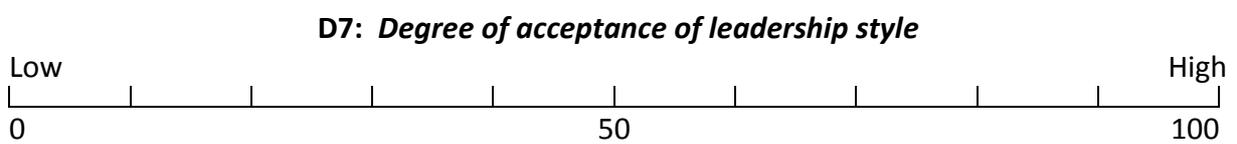
D8, Low versus high degree of identification with the organization

The score on this semi-autonomous dimension gives information about the degree of cohesion between members of the organization. The other yardstick also giving information is the degree of homogeneity (strength) of the culture.

There exists a degree of correlation with the scores on D2; i.e. the lower the score on D2 the more likely it will be that people will identify with the organization overall instead of with stakeholders serviced by them.

D8: *Degree of identification with the organization*

Low   High

0   50   100

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