

VALUES FOR THE FIVE DIMENSIONS

Country	PDI	IDV	MAS	UAI	LTO	Cluster
Arab World (ARA)	80	38	52	68		4
Argentina (ARG)	49	46	56	86		4
Australia (AUL)	36	90	61	51	31	1
Austria (AUT)	11	55	79	70	31	6
Belgium (BEL)	65	75	54	94	38	5
Brazil (BRA)	69	38	49	76	65	4
Canada (CAN)	39	80	52	48	23	1
Chile (CHL)	63	23	28	86		4
Colombia (COL)	67	13	64	80		4
Costa Rica (COS)	35	15	21	86		-
Denmark (DEN)	18	74	16	23	46	2
East Africa (EAF)	64	27	41	52	25	4
Ecuador (ECA)	78	8	63	67		4
El Salvador (SAL)	66	19	40	94		4
Finland (FIN)	33	63	26	59	41	2/6
France (FRA)	68	71	43	86	39	5
Germany (GER)	35	67	66	65	31	6
Greece (GRE)	60	35	57	112		4
Guatemala (GUA)	95	6	37	101		4
Hong Kong (HOK)	68	25	57	29	96	3
India (IND)	77	48	56	40	61	3
Indonesia (IDO)	78	14	46	48		3
Iran (IRA)	58	41	43	59		4
Ireland (IRE)	28	70	68	35	43	1
Israel (ISR)	13	54	47	81		6
(north) Italy (ITA)	50	76	70	75	34	5
Jamaica (JAM)	45	39	68	13		3
Japan (JPN)	54	46	95	92	80	-
South Korea (KOR)	60	18	39	85	75	4
Malaysia (MAL)	104	26	50	36		3
Mexico (MEX)	81	30	69	82		4
Netherlands (NET)	38	80	14	53	44	2
New Zealand (NZL)	22	79	58	49	30	1
Norway (NOR)	31	69	8	50	44	2
Pakistan (PAK)	55	14	50	70	0	4
Panama (PAN)	95	11	44	86		4
Peru (PER)	64	16	42	87		4
Philippines (PHI)	94	32	64	44	19	3
Portugal (POR)	63	27	31	104	30	4
Singapore (SIN)	74	20	48	8	48	3
South Africa (SAF)	49	65	63	49		1
Spain (SPA)	57	51	42	86		5
Sweden (SWE)	31	71	5	29	20	2
Switzerland (SWI)	34	68	70	58	40	6
Taiwan (TAI)	58	17	45	69	87	4
Thailand (THA)	64	20	34	64	56	4
Turkey (TUR)	66	37	45	85		4
United Kingdom (UK)	35	89	66	35	25	1
United States (USA)	40	91	62	46	29	1
Uruguay (URU)	61	36	38	100		4
Venezuela (VEN)	81	12	73	76		4
West Africa (WAF)	77	20	46	54	16	4

The 5-D Model – An analytical tool providing key insights into culture’s consequences

POWER DISTANCE (PDI)

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

LOW	Low dependence needs Inequality minimised Hierarchy for convenience Superiors accessible All should have equal rights Change by evolution
HIGH	High dependence Inequality accepted Hierarchy needed Superiors often inaccessible Power holders have privileges Change by revolution

INDIVIDUALISM (IDV)

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

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

LOW	“We” consciousness Relationships have priority over tasks Fulfil obligations to family, in-group, society Penalty: Loss of “face” and Shame
HIGH	“I” consciousness Private opinions Fulfil obligations to self Penalty: Loss of self-respect and Guilt

LONG TERM ORIENTATION (LTO)

The extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical or short-term point of view

LOW	Absolute truth Conventional/traditional Concern for stability	HIGH	Many truths Pragmatic Acceptance of change
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MASCULINITY (MAS)

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

Masculinity: the dominant values are achievement and success.

LOW	Quality of life, serving others Striving for consensus Work in order to live Small and slow are beautiful Sympathy for the unfortunate Intuition
HIGH	Performance ambition, a need to excel Tendency to polarise Live in order to work Big and fast are beautiful Admiration for the successful achiever Decisiveness

UNCERTAINTY AVOIDANCE (UAI)

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

LOW	Relaxed, less stress Hard work is not a virtue per se Emotions not shown Conflict and competition seen as fair play Acceptance of dissent Flexibility Less need for rules
HIGH	Anxiety, greater stress Inner urge to work hard Showing of emotions accepted Conflict is threatening Need for agreement Need to avoid failure Need for laws and rules

ESTIMATED VALUES

COUNTRY	PDI	IDV	MAS	UAI	LTO	Cluster
Albania (ALB)	90	20	80	70		4
Angola (ANG)	80	25	45	70		4
Arab Emirates (AEM)	90	25	50	80		4
Baltic States (BAL)	40	60	30	50		6
Bangladesh (BAN)	80	20	55	60	40	4
Bulgaria (BUL)	70	30	40	85		4
Bhutan (BHU)	94	52	32	28		3
Burkina Faso (BUF)	70	15	50	55	20	4
Cape Verde (CAV)	78	20	45	65		4
Caucasus (CAU)	70	20	50	60		4
China (CHI)	80	20	66	30	118	3
Croatia (CRO)	73	33	40	80		4
Czech Rep. (CZE)	35	58	45	74		6
Dominican Rep. (DOM)	65	30	65	45		3
Egypt (EGY)	70	25	45	80		4
Estonia (EST)	40	60	30	60		2/6
Ethiopia (ETH)	70	20	65	55		4
Fiji (FIJ)	78	14	46	48		3
Ghana (GHA)	80	15	40	65		4
Honduras (HON)	80	20	40	50		4
Hungary (HUN)	46	80	88	82	50	6
Iceland (ICE)	30	60	10	50		2
Iraq (IRQ)	95	30	70	85	30	4
Jordan (JOR)	70	30	45	65	35	4
Kenya (KEN)	70	25	60	50		4
Kuwait (KUW)	90	25	40	80		4
Lebanon (LEB)	75	40	65	50		4
Luxemburg (LUX)	40	60	50	70		6
Malawi (MAW)	70	30	40	50		4
Morocco (MAR)	70	25	53	68		4
Namibia (NAM)	65	30	40	45	35	4
Nepal (NEP)	65	30	40	40		3
Nigeria (NIG)	80	30	60	55	16	4
Poland (POL)	68	60	64	93	32	5
Romania (ROM)	90	30	42	90		4
Russia (RUS)	93	39	36	95		4
Saudi Arabia (SAU)	95	25	60	80		4
Senegal (SEN)	70	25	45	55	25	4
Serbia (SER)	86	25	43	92		4
Sierra Leone (SIE)	70	20	40	50		4
Slovakia (SLV)	104	52	110	51	38	4
Slovenia (SLO)	71	27	19	88		4
Sri Lanka (SRI)	80	35	10	45	45	3
Surinam (SUR)	85	47	37	92		4
Syria (SYR)	80	35	52	60	30	4
Tanzania (TAN)	70	25	40	50	30	4
Trinidad (TRI)	47	16	58	55		4
Vietnam (VIE)	70	20	40	30	80	3
Zambia (ZAM)	60	35	40	50		4

Cluster-groups mentioned in the course

1 = Contest

2 = Network

3 = Family

4 = Pyramid

5 = Solar System

6 = Well-oiled Machine

Culture is defined as the collective mental programming which distinguishes one group of people from another.

This does not imply that everyone in a given society is programmed in the same way: there are considerable differences between individuals. Statements about culture do not describe "reality", they are all general and relative.

The cultural systems of nations and their subdivisions are very complex. The information contained in this summary guide is intended as an aide-mémoire for those who have undertaken training in intercultural management by itim. Its use by those who have not received such training may result in error.

The figures mentioned on the page with estimated values are pure estimates on the basis of correlated phenomena, have a research base or were assessed during seminars or assignments.

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Culture and management consultants

5-D Pocket Guide

country scores and definitions

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