

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Bachelor thesis

The manager in a multi-cultural environment

Filip Dlask

**In this place, please insert
the Diploma Thesis Assignment.
(The original goes into one thesis
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Declaration

I declare that I have worked on my bachelor thesis titled The manager in a multi-cultural environment by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on 30th November 2014

Filip Dlask

Acknowledgement

I would like to thank Ing. Richard Selby for his advice and support during my work on this Thesis.

I would like to use this opportunity to express my gratitude and dedicate this thesis to my best friend's newborn daughter Agáta Váchová, who was born when I was finishing my thesis and thus could not celebrate her birth. Thank you Agáta, you gave me the energy to finish this work and I wish you the best of the world.

The manager in a multi-cultural environment

Manažer v multikulturním prostředí

Summary:

Aim of this thesis is to reveal and understand all the aspects concerning the topic of leading a multicultural environment. Firstly are introduced to a reader the basic roles and features of a manager and explain what multicultural environment is. Furthermore are explained main importance of communication and aspects of culture and basics of negotiation. Sources of all the necessary information are in most of the cases scientific and specialized literature.

Empirical part is conducted to test theories in practice, thus to analyze a real multicultural environment. Data were obtained by 2 questionnaires, one to test the manager and second one to test his/her subordinates in 2 categories in order to point the differences and possible difficulties, which can occur in aspects of culture and communication, supplemented by recommendations and abilities needed to manage such a environment.

Keywords: multicultural environment, Hofstede, cultural dimensions, cross-cultural communication, culture context, organizational culture, national culture, cosmopolitan leader

Souhrn:

Cíl této práce je ukázat a také pochopit všechny aspekty týkající se tématu řízení multikulturního prostředí. Zprvu jsou čtenáři představeny hlavní role a rysy manažera a vysvětleno co multikulturní prostředí vlastně je. Dále je vysvětlen hlavní význam komunikace, kultury a základy vyjednávání. Zdroje potřebných informací byly ve většině případů čerpány z vědecké a odborné literatury.

Praktická část je vytvořena pro otestování teorií v praxi, tzn. zanalyzovat reálné multikulturní prostředí. Data byla získána pomocí dvou dotazníků; jeden na otestování manažera a druhý jeho podřízených ve dvou kategoriích s cílem ukázat odlišnosti a možné problémy, které mohou nastat v závislosti na rozdílné kultuře a špatné komunikaci. Tato část je doplněna doporučeními, a také schopnostmi, kterými by manažer měl disponovat k řízení takového multikulturního prostředí.

Klíčová slova: multikulturní prostředí, Hofstede, kulturní dimenze, mezikulturní komunikace, kulturní kontext, organizační struktura, národní kultura, kosmopolitní vedoucí.

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1 Introduction

This part provides wide look about the topic “The Manager in a multi-cultural environment”. In today’s globalization growth, working in a multicultural environment is becoming more and more usual standard. No matter if we focus on national level, where different nations (cultures) are meeting and trying to solve global issues or negotiating the best conditions and relations for them; or if we look to global organizations operating across the world in multicultural teams to achieve the best performance; potential cultural clash is a great danger for further cooperation. To avoid this unfavorable potential we need cosmopolitan leaders, who are not only good managers but also aware of cultural differences. Those leaders, who are able to use their skills and knowledge to overcome difficulties and take the differences and use them to complement the members together, thus make a synergetic bound in favor of mutual goal.

Despite of people are aware of globalization, there is global lack of knowledge about this topic, because it is underestimated and seen as clear and simple, which often leads to ethnocentrism, thus to unnecessary cultural misunderstanding.

This is why I have choose this topic and the aim of this thesis, to contribute to scientific understanding of the process of cross-cultural meeting, particularly in business world.

This work brings reader closer to topics as culture, management, communication and negotiation, which must be clear to one who wants to be able “communicating globally” thus successfully manage multicultural environment.

2 Objectives and Methodology

2.1 Objectives

Primary goals of this thesis is to introduce to reader basic roles and features of a managers and mainly to analyze, what multicultural environment is, if is it effective and what is needed to know to manage such environment successfully.

Furthermore importance of communication, especially the cross-cultural one and ability to negotiate; then also aspects of culture what everyone should know

before confronting different culture, to avoid ethnocentrism, thus misunderstanding, which could other vice lead to cooperation.

This thesis explains the differences between organizational and national cultures, which are indeed similar and analyzed on similar model, but in reality totally different. Also what role does aspects of culture play in a working environment is it necessary to be aware of them? And it is possible to manage them or is the best way to just respect them.

Secondary goal and main aim, is to analyze a real multicultural environment and manager. Compare theories to practice and prove or reject its statements. Further more find out how the environment works, based on values of the analysis and possibly try to equalize the harmony and efficiency of the working group by recommendations.

2.2 Methodology

Every methods and procedures to understand this the topic of this thesis are listed and explained.

Firstly I reveal theories from books and articles from famous anthropologist to state the terms, about culture and management to fully understand to issue of managing multicultural environment, supplemented by several figures to even closer view.

In the empirical part I choose rather qualitative approach than quantitative with intent to go deep into the problem, nevertheless cannot say it is pure qualitative method either, so I would defined it as mixed method approach.

I have used 2 questionnaires, one for manager and other one for subordinates, with intent to analyze the working environment from both perspectives and thus to get better results.

The whole research is intended to educational purpose, thus the questionnaires were anonymous and the name of the company unrevealed.

The data from the manager were gathered personally by interview in favor to get the best results and to have a chance to use some additional techniques to analyze every aspect needed to get precise evaluation.

The data obtained from subordinates were collected by questionnaire to reveal the managing effectiveness.

3 Literature review

3.1 Manager

Any definition of manager is not clear enough because management does not belong to among exact sciences. Management is wide and deep topic and this research does not cover it completely, because is not important for further research covered by this thesis (Polanecký, 2010).

Important to know is that manger is mostly referred to as a person who:

- **hires** and **dismisses** subordinates
- **leads, motivates** and **communicates** with his/her team
- **plans** and **assigns** tasks
- **controls** performance
- **organizes, innovates** processes and strategies
- **solves** problems
- **achieves** goals

No matter what sex or age either how good is his/her education, every manager must be able learn and adapt to changes and also emphasize with features as:

- **enthusiasm** and **motivation** for success and might
- **empathy**
- **self-confidence**
- **honesty** and **respect**
- **stubbornness** and **persistence**
- **credibility**
- **supporting** and **listening to others**

(Polanecký, 2010)

3.2 The Role of Manager

There exist several roles of managers depending on various tasks, responsibilities and functions. Typical roles:

- analyst
 - coach
 - co-operator
 - executive manager
 - planner
 - problem solver
 - team builder
- (Polanecký, 2010)

The best managers emphasize on teamwork and extend confidence in subordinates. Next he/she must be flexible, because the working environment can easily change and requires fast adaptation, so switching between the roles is common. When it is necessary to solve any task, work is divided by the manager who decides how the task will be solved and what roles who will take to accomplish best performance of the team. Because the manager has to steer the whole team, *communication* (details about communication topics are explained further in this research) plays the key role. To communicate successfully with the team, the manager has to be aware of cultural background; of each individual in his/her team, organization and nation he is working for and dealing with. Due to the fact of globalization, international business is growing every day. Working in an international business means to meet and work with different cultures every day. Also, intentions to solve great problems with highest performance, multicultural teams are common in today's world and multicultural teams need a cosmopolitan leader who is aware of every cultural difference in order to avoid potential culture clashes. More about culture is explained in other chapters of this thesis.

3.3 Culture

To understand the dilemma of working in a multicultural environment, it is first necessary to understand the meaning of the term "*culture*". Moran (2007) describes *culture* as a cumulative deposit of knowledge, beliefs, values, religion, customs and mores acquired by a group of people and passed on from generation to generation. This complements Hofstede's (2010) concept that culture consists of "the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the member of the one group or category of people from others. Culture is learned, not innate. The sources of one's mental programs lie within the social environments in which one grew up and collected one's life experiences. The programming starts within the family; it continues within the neighborhood, at school, in youth groups, at the workplace, and in the living community".

Figure 1 shows aspects of culture in way of individual behavior, where culture has a significant impact on our assumptions, perceptions and further management behavior.

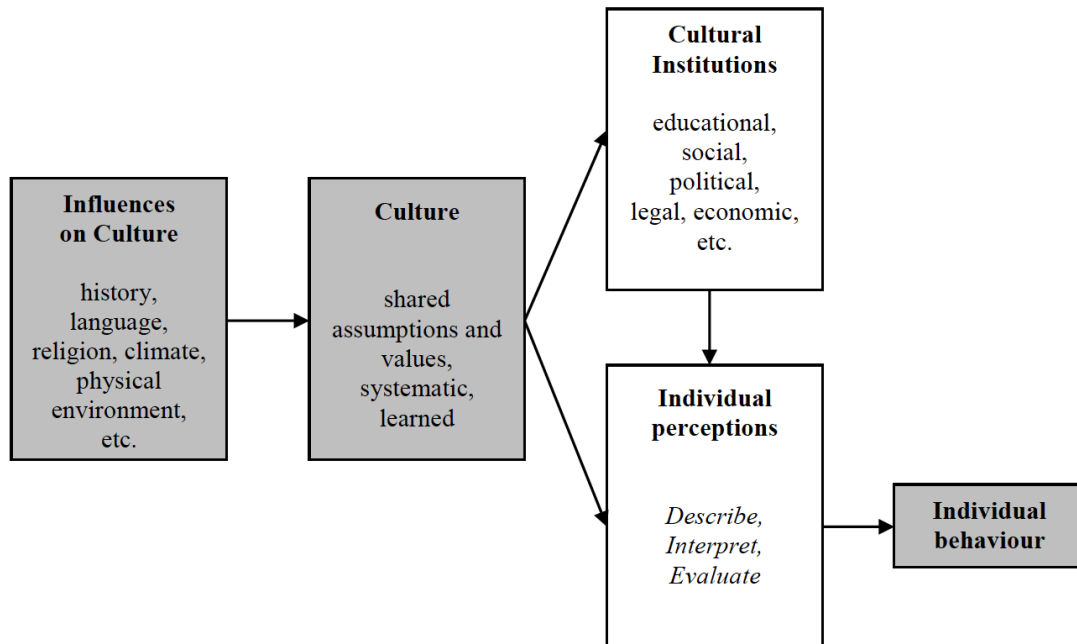


Figure 1 - Culture and Individual behavior

(H. W. LANE, J. J. DISTEFANO, M. L. MAZNEWSKI, 2006)

3.3.1 Levels of Uniqueness

Now we know that *culture* is shared by members of a particular group, we can look closer to other features of *culture*. Every person carries with him/her self patterns of thinking, feeling and potential acting that were learned throughout the person's lifetime. Hofstede (2010) divides them into *Three Levels Of Uniqueness*, namely those which were inherited or learned; which are specific to an individual, group or category and those which are universal for everybody.

A summary of the above concepts are represented in Figure 2, where is easy to see the correlation between the levels can be seen. The bottom level *Human nature* is represent our basic biological needs, which are universal. In the middle it is *culture* learned throughout life by specific groups. That signifies there exists a possibility to learn the cultures of different societies (Thomas, 2008), which is important in means

of this further research. On the top, inherited level, *Personality* containing our unique personal characteristics.

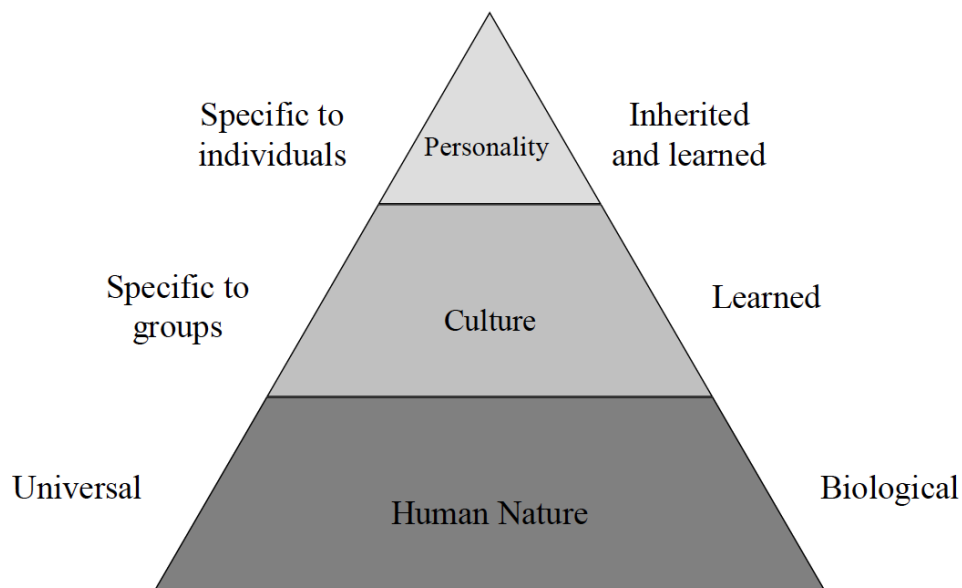


Figure 2 - Three Levels Of Uniqueness in Mental Programming (Hofstede, 2010)

3.3.2 Different levels of Depth

Symbols, Heroes, Rituals, and Values. From left to right, from outside to inside, from external to internal (Hofstede, 2010). This is how Hofstede believe that every culture is based on. This model is known as the cultural onion and it help us to understand to what are cultures based on and how do they work.

Symbols are words, gestures, pictures, or objects that carry a particular meaning that is recognized as such only by those who share the culture (Hofstede, 2010, p.8). Symbols are the very first thing what we see and what we judge it is our first perception. Also we have to realize symbols are specific for each culture, whatever it is national, corporational, ethical, local and so on. It easy to form new ones and even easier to forget old ones, also they are very often copied and that is why it is the outer superficial layer.

Heroes are persons, alive or dead, real or imaginary, who possess characteristics that are highly prized in a culture and thus serve as models for behavior (Hofstede, 2010, p.8). This layer is really important because choosing our

heroes is practically as choosing which way to go and what to believe. Sum up, it is important part in future self-development.

Rituals are collective activities that are technically superfluous to reach desired ends, but that, within a culture, are considered socially essential (Hofstede, 2010, p.9). Every culture has its own, gradually developed or taken from other cultures rituals which work as a structure plan how the certain culture work and react in specific situations. Could be greeting, decision making, dress code, speaking pattern and so on.

The core of the onion are *Values*. Values are broad tendencies to prefer certain states of affairs over others, also feelings with an added arrow indicating a plus and minus side (Hofstede, 2010, p.9). In other words, values are really internal/core attribute, which are not easy to see and what actually formats the rest of the layers, which becoming norms.

Then we got *Corporate culture onion* which is based on Hofstede's *Cultural onion* model but it is focused on corporations professional culture environment, how the company think, feel and act, instead of "personal" culture. There is a little change in the onion and that is *Heroes* layer where is replaced with *Founder/Leader*, because heroes in the corporation should be founder/leader (depends on hierarchy).

Next one, the *Rituals*, there is added next meaning and that is *Myths*, where the whole layer has a bit different meaning than in the classic Hofstede's cultural onion (2010). The corporation's rituals are expressing rituals within the company more than between people. Those are patterns how the corporation works. We are talking here for example about decision making, dress code, formalities, hierarchy, meetings, working break structure, timing, could be even catering and many others. In corporation onion this layer is usually much more internal than in the cultural one. There is also dual significance of those rituals. Tangible character, as rituals set by company to attain the best results as profit, goals, face, self-presentations and on the other hand more emotional rituals between employees developed by operation of the company. This symbolic character, in addition to affecting individuals, also plays an important role in maintaining and reinforcing social structures and incorporating individuals into a larger social entity (Trice, Belasco, & Alutto, 1969).

Approximately 80% of our perception is visual. *Symbols* are mostly visual, but carefully they are also noticed through sound, touch and smell. Symbols are powerful indicators of organizational dynamics that might be not easy to change. First I would

like to define symbol. A dictionary definition of symbol refers to a thing that stands for an idea, as a dove stands for peace (Chevalier & Cheerbrant, 1994). On the other hand we got Anat Rafaeli and Monica Worline (2000) who disagree with this definition and are using *organizational symbol* to refer to things that stand for the ideas and face of the organization and move from the assumption of randomness.

Anat Rafaeli and Monica Worline (2000) also detailed four functions of symbols in organizational culture. The *first function* is to reflect basic and shared values or assumptions. The *second function* is to influence behavior by eliciting internalized values and norms. The *third function* is about facilitate conversation about abstract concept, and the *fourth* and final is integration. Sum up, symbols capture the system of meaning that integrate emotion, cognition, and behavior into shared codes (Rafaeli, Worline, 2000).

To proof this we can use Kaplan & Kaplan’ statement from 1982, that the ability to recognize objects and use them as guides to actions has been central to human evolution and survival, which link to both affective and cognitive process.

Organizational obstacles have impacts on both employees’ perceptions of service, because employees who overcome obstacles in the organizational environment are seen as symbols of high-quality service (Brown & Mitchell, 1993).

The reach full understanding of both symbols and culture in the right way, we need to connect symbols and organizational values (Pondy, Frost, Morgan, & Dandridge, 1983; Schein, 1990). Despite all of we know about symbols, we have to be careful in choosing them, because what do we see and interpret can be seen differently by different person or whole culture.

The cultural onion

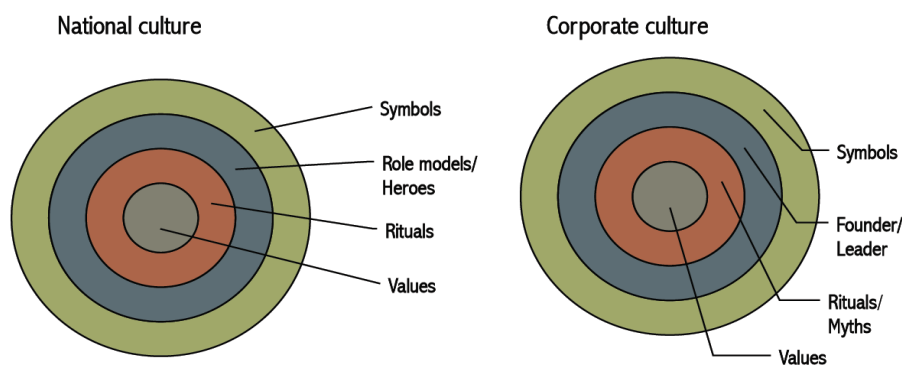


Figure 3 - Culture and Corporate (Organizational) Onion (Hofstede 2010)

3.3.3 Layers of culture

It was established earlier from Hofstede (2010) that “*Culture it is the collective programming of the mind, which distinguishes the members of one group or category of people from another*” and as everyone belongs to a number of different groups and categories of people at the same time, we have to realize the connection on different layers of mental programming dividing the culture to levels:

- *The National level*: according to one's country (or countries for people who migrated during their lifetime)
- *The Religion level* and/or ethnic and/or religious and/or linguistic affiliation level, as most nations are composed of culturally different regions and/ or ethnic and/or religious and/or language groups
- *The Gender level*: referencing to person if it is a boy or a girl
- *The Generation level*: linked to differences between generations (generation gab)
- *The Social class level*: associated with one`s educational opportunities and differences in occupation or profession
- *The Corporate level*: meant as *organizational culture* – those who are employed and have been socialized by their work organization

3.3.4 Cultural meeting

Decision making process is based on individual`s culture and when two different cultures meet it can have either negative or positive (synergic) effect. Figure 4 below, describe us dynamically what happen when 2 different cultures meet (Petr, 2010).

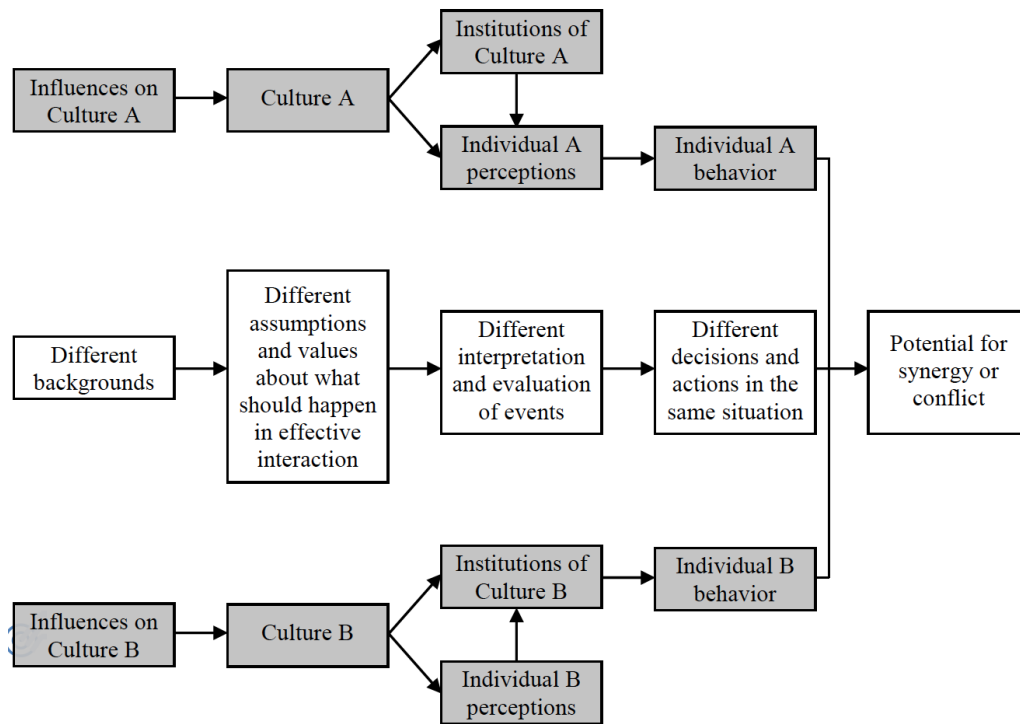


Figure 4 - Cultural meeting (H. W. LANE, J. J. DISTEFANO, M. L. MAZNEWSKI, 2006)

3.3.5 Task orientation vs. People orientation

“The main reason for a hierarchical structure is so that everybody knows who has authority over whom” statement which diverse two orientation how to solve a “problem”/task (Hofstede, 2010). Some managers agree some other disagree differs from country to country, culture to culture.

Task-oriented cultures disagree with the statement and believe that the main reason for a hierarchical structure is to organize task and facilitate problem solving around those tasks. They also believe that the best organization is flat one with just few hierarchical levels, where most employees are colleagues rather than bosses and subordinates. They believe that as long as the organization is not too large and task and roles are clearly defined, the small hierarchy is the best feasible system orientation to deal with assignment. From task to people, that how it goes in task-oriented cultures. Firstly they set the goal, then according to outlines of work breaking structure they address the staff what is needed.

In Relationship-oriented cultures it works opposite. They think that the main reason for a hierarchical structure is to have everyone know who has authority over whom. Even the small organization has no chance to work, without a formal hierarchy. In the relationship-oriented cultures they first set the leaders, managers and

the rest of hierarchy of people involved and only after will be the project feasibility assessed.

When those two cultures collide, problem can occur. “In order to have efficient work relationship, it is often necessary to bypass the hierarchical line.” While relationship-oriented cultures sees bypassing the boss as indiscipline or even dirty move, task-oriented cultures consider solving the problem by going straight to the person who has the needed information to save time of everybody involved and get the best result. The main difference is probably in task-oriented cultures thinks, that have a boss who knows everything is impossible, meanwhile the relationship-oriented cultures believes that their boss should

3.3.6 High Context – Low Context cultures

Hall (1976) divided culture to *high-context* and *low-context*.

In *high-context* cultures are information based on intuition and they has emotional undertone. People using high – context communication tend to be extremely reserved, which much more being taken for granted and assumed to be shared, thus permitting an emphasis on understatement and nonverbal codes (Gudykunst & Ting-Toomey, 1988). High context culture is based on collectivity where members of this culture feel strong responsibility, empathy to recipient and are trying to explain everything around so nothing is misunderstood. High-context culture is using *indirect speech pattern*, which is based on a lot of “acting” more than directly saying what a person is thinking or feeling, where those emotions are hidden behind facial expressions, tone in voice, and gestures. High context (indirect) cultures are usually eastern countries as India, Indonesia, Japan, and Malaysia, but also Latin and African countries.

In contrast *low-context* cultures are logic, linear, straight, information and rules are explicit. The commitment to long-term relationship is lower and it accentuates the individualism. Also meaning are explicit, nonverbal code are suppressed, so the conversation is focused much more on verbal communication. Low-context environment is using *Direct speech pattern*, which is speech that states and directs an action. Direct speakers usually speak fast and are moving from one topic to another quickly, clearly and they usually don’t leave much room for discussion. Typically used by Western countries (U.S., Western Europe).

3.3.7 Dimensions of National culture

Geret Hostede, one of the best-known anthropologist and sociologist who studied field of cross-cultural communication, identified systematic differences between cultures on 6 dimensions: Power Distance Index (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), Uncertainty Avoidance Index (UAI), Long Term Orientation versus Short Term Normative Orientation (LTO) and Indulgence versus Restraint (IND) (2010). His research contains data from more than 74 countries and it is one of the most extensive research of how culture actually influence employees in their workplace. Dimensions described below are going to help us in the process of understanding diverse cultures and subsequently behavior of the other people. It is crucial to understand these dimensions to be able to communicate on the global level (Hofstede, 2010).

3.3.8 Power distance

Hofstede and Bond (1984) define power distance as the “extent to which the less powerful members of institutions...accept that power is distributed unequally” (p.419). Hofstede also claims that geographic latitude, population size and wealth affects the power distance dimension. Specific factors that are associated with national wealth *and* less dependence on other include less traditional culture, more modern technology, more urban living, more social mobility, a better educational system, and a larger middle class (Hofstede, 2010).

In *small power distance cultures* they emphasize equal distance and informality, individual credibility, symmetrical interaction, subordinates expect consultation. While in *large power distance culture* society emphasize formality and power distance, seniority, age, rank, title, asymmetrical interaction, and expect directions. Those are key differences between *small and large power distance* cultures according to data from Hofstede’s table 3.3 in his book *Culture and Organization* (2010, p72).

Relationship between subordinates and superiors in large-power-distance organization are frequently loaded with emotions (Hofstede, 2010). French public

research center research team compared same French multinational corporation in France (PDI 68), the United States (PDI 40), and Netherlands (PDI 38). They found that the emotions to hierarchical relationships in France is especially strong, but the unusual thing on it, is that they may be either adored or spurn with equal intensity. In the other two Countries the result were totally different, which confirmed that this situation is not universal at all. This research confirms that the diffusion in France between dependence and counter-dependence versus authority figures, which we found to be characteristic of large-power-distance countries in general (Hofstede, 2010).

3.3.9 Individualism – Collectivism

Individualism and collectivism is one of the disciplines, which attracts attention of both, cross-cultural psychologists and intercultural researches. Numerous cross-cultural studies (Hofstede, 1980) have provided theoretical and empirical evidence that the value orientations of individualism and collectivism are pervasive in a wide range of cultures.

Individualism is value overleaping the values, identity, right and needs of the group by importance of and individual. Can be also characterized with self-efficiency, individual responsibilities and personal autonomy. Individualism is the type of society where the cohesions between people are loose and where everyone should just look after himself and his closest relatives.

Comparison to individualism, *collectivist* cultures are more about “We” then “I” identity. This type of culture is more about in-group harmony, collaborative spirit where group desires, needs and wants overleap the individuals’ one (Ting-Toomey, 1988; Triandis, 1995). Hofstede is saying “collective societies are integrated into strong, cohesive in-groups, which throughout people’s lifetimes continue to protect them in exchange for unquestioning loyalty”. For better implementation, an example of Japanese collectivistic culture, who are part of vertical collectivist culture, meaning that the group integrity is everything and personal goals should be sacrificed in order to achieve group goals.

Triandis show us interesting fact that two-thirds of the world are actually living in the high collectivistic culture, meanwhile the individualistic type of life lives just one-third. Hofstede (2010) roves that it depends on factors as national wealth, population

growth, and historical roots. This discipline shows us how we communicate and behave every day across cultures based on “I” and “We” identity.

3.3.10 Masculinity – Femininity

One of Hofstede’s cultural dimensions talking about specific values and roles for males (masculinity) and females (femininity).

Masculinity is typical for achievement, ambition, acquisition of material goods. Cultural system with high masculinity clearly distinguish that man are supposed to be assertive and focused on professional success whereas women are supposed to be modest tender and caring (Schmidt, Conaway, Easton & Wardrope; 2007).

Values as quality of life, service to others or nurturance are considered as female values thus values of *Femininity*. High *femininity* cultures compering to masculinity cultures seek more for equality between sexes and less prescriptive role behaviors associated with gender roles (Hofstede, 2010).

Portugal, Sweden, Norway, Denmark and Thailand are femininity oriented cultures is importance of life choices that improve society are important. One the other hand we have countries as U.S., Austria, Italy, Japan or Mexico viewing work, recognition and advancement as particularly important (Schmidt, Conaway, Easton & Wardrope; 2007).

Differences in *Masculinity and Femininity* are most obvious in the distribution of specific gender over certain professions. For example, women dominate as doctors in Russia, in Belgium as dentists, and as shopkeepers in parts of West Africa. On the other hand we have dominating men as typists in Pakistan and massive share of nurses in the Netherlands. In Japan existence of female managers is zero but it is casual in the Philippines or Thailand.

3.3.11 Uncertainty Avoidance

“The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity” (Hofstede, 2010). This dimension is coming from fact that future is unknown and some people are scared and in anxiety but on the other hand, there is a part of people who are fine with it. Hofstede diverse countries with strong uncertainty avoidance, which are more

in controlling the future maintain rigid codes of belief and behavior and don't like unorthodox behavior and ideas. Then we have countries with weak UAI, who dispose with stable and relax attitude, where practice counts more than principles and future don't bother them that much.

3.3.12 Time Orientation

People perceive 3 dimensions of time, and those dimensions are very well known. It is Past, Present and Future. The past-oriented time sense mean honoring historic and ancestral ties. The present-oriented time sense mean valuing the here and now, especially the interpersonal relationship and activities that are unfolding currently. The future-oriented time sense means planning for desirable short-to medium-term developments and setting out clear objectives to realize them.

Every culture has a bit or completely different time perception. For example time for Africans does not exist in vacuum as an entity, which can be conceptually isolated. Other words, time is conceived only as it is related to events, and it must be experienced in order to make sense or to become real (Pennington 1990).

History, in sense of time is viewed as events which are filed as they happened and if we want to understand present as it self, it is important to understand the historical context as path which leads the way to it. Another example, of different culture perception we can take 2 large cultures, French, which has been classified as past-present oriented, compared to USA describe as future oriented. Trompenaars claim, "past, present and future overlap synchronously so that the past informs present and both inform the future" (1994, p. 127).

3.3.12.1 Long-term versus Short-term Orientation

Nevertheless Hofstede's (2010) perception divides the time orientation to *Long-term orientation*, where people are focused mainly on future and are characteristic by perseverance, thrift or for example having a sense of shame. On the other hand, *Short-term* oriented people emphasis on past and present, valuing traditions, the current social hierarchy, fulfilling social obligations. They care more about immediate gratification than long-term fulfillment.

3.3.13 Culture shock

Culture shock is state of mind, what people are passing through when they enter to a different culture. It often refers to stay in some unfamiliar environment such as life due to migration, visit to a new country, but also moving social environments, travel to another type of life (Macionis, John, Gerber, 2010.) It is typical immigrants, international workers and foreign students. At first we should learn something about the new culture in advance then we have to expect the occurrence of culture shock and above all we should try to understand why it occurs. (Mead, 2005) But no matter how well you are prepared, there are many things, which you cannot prepare yourself to, even if you know about them, because there are always some footnotes which are unspoken or written and that is why we must be always careful when entering to some unfamiliar environment/culture, step in slowly, observe and try to read those unwritten footnotes/rules, if we want to avoid unwanted conflicts because of misunderstanding.

The most common problems are: language barrier, information overload, generation gap, technology gap, skill interdependence, formulation dependency, homesickness (cultural), infinite regress, boredom, response ability, habits and many others according to individuals (Pedersen, Paul. 1995.). There is no right way how to prevent culture shock, as individuals in any society are personally affected by cultural contrasts differently (Barna, 2009). In other words, there is no such think like procedure how to avoid cultural shock. It exist some sort of recommendations, which can help to get over it, but nevertheless you will have to find your own way and your "role" in the every culture. Most people think of culture shock as a "short and sharp", disorientating experience in a foreign place (Kovaleski). But it is a myth that experiencing culture shock is weakness or negative indication of future international success. Culture shock in all its diverse forms is completely normal and is part of a successful process of adaptation. Few realize that its effects can be much deeper and more prolonged if it is not dealt with effectively.

Culture shock can be described as consisting of at least one of four distinct phases of adaptation: Honeymoon, Negotiation/Confrontation (Anxiety), Adjustment and Acceptance/Integration. On Figure 5 we see phases of adaptation on emotional graph how people's feelings changes through the time spent at host country.

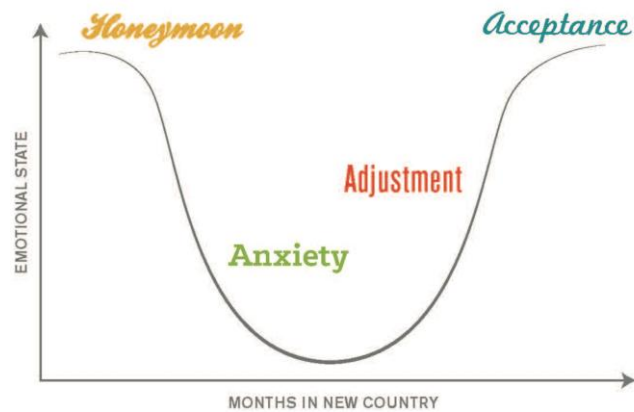


Figure 5 - Phases of adaptation (<http://www.globalexperiences.com/blog/culture-shock/>)

Continue on Figure 6 describe us more detail what is happening in each of the stages and than what happen after comeback to home country, so called *reverse culture shock*. Nevertheless in some cases of immigrants (and others as well) it can lead to belief that their home country can no more offer sufficient conditions for way of life which they acquired abroad and therefore they immigrate once more - this time forever. (Hofstede, 2010)

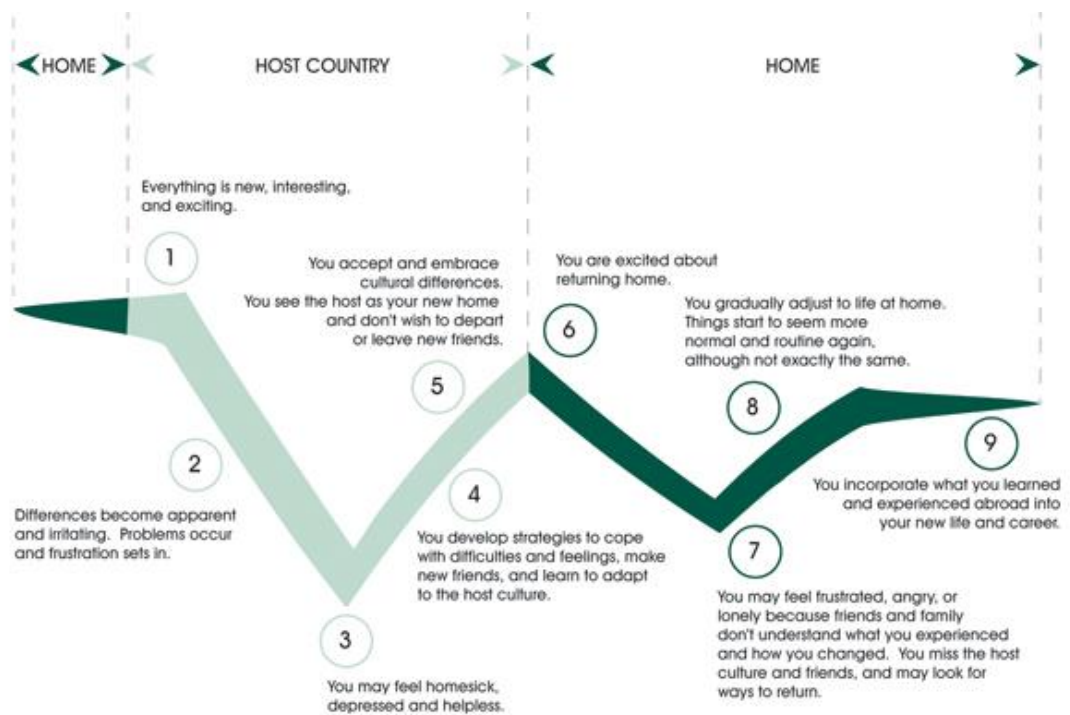


Figure 6 - "W" curve of Culture Shock and Re-entry Shock (<http://www.globalexperiences.com/blog/culture-shock/>)

3.4 Globalization

The worldwide movement toward economic, financial, trade, and communications integration. Globalization implies the opening of local and nationalistic perspectives to a broader outlook of an interconnected and interdependent world with free transfer of capital, goods, and services across national frontiers. However, it does not include unhindered movement of labor and, as suggested by some economists, [and] may hurt smaller or fragile economies if applied indiscriminately (BusinessDictionary.com, 2011).

Mead states, globalization simply reduces the importance of borders, which subsequently leads to reducing the differences in our traditions, events of our nations and so on. We integrate all nations together in one globalized world, which slowly but surely diminishes differences between national cultures.

According to Manuel Castells, there is more or less a global culture, but mostly not. Indeed, he speaks about a strong National and Regional identity than a Global one. He speaks about a Global Culture, in three steps.

One of them is *a multicultural global culture characterized by the hybridization and remix of cultures* from different origins. Music always was and it is going to be one really influential tool in the world, especially with today's world wide web sharing technologies. You can see it on today's really popular social networks as for example *Facebook, Tweeter, Instagram, YouTube* and others, which is fact of massive social globalization.

In other level he is pointing on global problems as are it in terms of the environment, *human rights, moral principles, global economic interdependency, or geopolitical security*. Those are thinks touching everybody on our planet, gathering human population to solve greater threat than is common peddling problems of our cultures. Problems, which don't stop at a national border, even if we are not willing to be involved in, we all have to face worldwide influences and crisis. Still yet, those problems are not pushing us enough to get over our greedy prevalent temperament of consumer society surrounding and bounding our minds.

Finally, Castells talk about a "culture of consumerism" and a "global capitalist market". Indeed, nowadays, every brand is trying to globalize their products, with the less local adaptation possible. In this level is crucial to have certain level of cultural awareness to success on the global scale. Obviously the further companies' moves

from the sole of domestic business, the needs to understand the cultural differences are more and deeply important

3.5 Organizational culture

Organizational culture stands for the set of shared attitudes, values, goals, and practices that characterizes an institution or organization. (Petr, 2010)

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. (Ravasi, Schultz, 2006) Although a company may have its "own unique culture", in larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams. Organizational culture may affect employees' identification with an organization. (Schrodt, 2002).

According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends.

To Mintzberg (1983), all good things in organizations come in fives.

Organizations in general contain up to five distinct parts:

2. The operating core (the people who do the work)
3. The strategic apex (the top management)
4. The middle line (the hierarchy in between)
5. The technostructure (people in staff roles supplying ideas)
6. The support staff (people in staff roles supplying services)

Organizations in general use one or more of five mechanisms for coordinating activities:

1. Mutual adjustment (of people through informal communication)
2. Direct supervision (by hierarchical supervision)
3. Standardization of work processes (specifying the contents of work)
4. Standardization of outputs (specifying the desired results)
5. Standardization of skills (specifying the training required to perform the work)

There is a lot of definitions and viewpoints of man anthropologist to this topic. Summarizing them, we can say organizational culture is (Petr, 2010):

- **Holistic**: linked to culture as a whole, which is more than all its parts together
- **Determined by history**: expressing the history of the organization
- **Associated with matters studied by anthropologists**: common issues with national cultures studies
- **Constructed socially**: formed and kept by group of people creating one organization
- **Difficult to change**: characteristic attitudes and traditions of an organization are relatively difficult to change

3.5.1 Organizational versus National culture

It exist a lot of different studies to this topic, which some of them are saying that the individual values of a country (Hofstede, 2010) predict organizational culture and consumer behavior. On the other hand there also exist those researches claiming, national culture cannot necessarily be used to predict organizational culture and consumer behavior.

Both cultures where discussed in this thesis earlier and it is up to one's mind to decide. Obvious is that organizational culture is more manageable than the national one. Also organizations have some effect on their employees and other people involved such as fundamental attitudes, values or some of their beliefs (Thomas, 2008).

When managing international business or multicultural team, it is necessary to be aware of both, organizational and national culture.

On the Table 1 we can see the biggest divergence in both cultures considering four aspects; meanings, relationships, its origin and involvement.

<i>National culture</i>	<i>Organizational culture</i>
Shared meanings	Shared behaviours
Unconditional relationship	Conditional relationship
Born into in	Socialized into it
Totally immersed	Partly involved

Table 1 - Comparison of national and organizational culture (Thomas, 2008)

The model in Figure 8 shows that countries have different contexts and these contextual factors influence organizational culture and related management (especially human resources) practices. The model recognizes that culture is one of the ways that contexts differ across countries. Thus, some portion of the effect of country on organizational culture and related management practices is thought to be mediated by the country's cultural values. (Barry Gerhart, 2008)

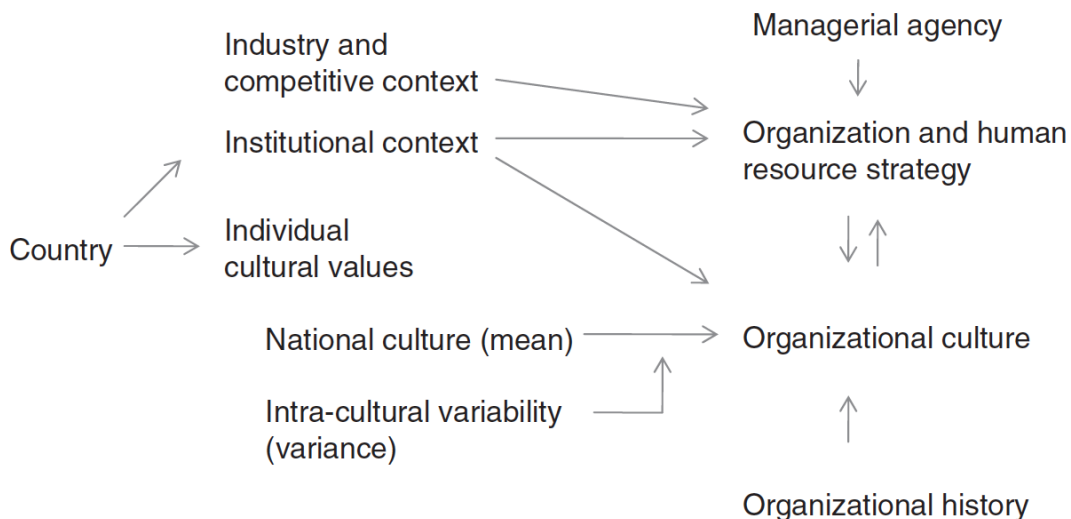


Figure 7 - Country, national culture and organizational culture (Barry Gerhart, 2008)

3.6 Negotiation

Everyday affair and one of the most important features for manager is *negotiation*. This topic is wide and deep and for this research is not necessary to go that much deep. It is obvious that manager has to understand all the aspects of cross-cultural communication whether for negotiation within his country or dealing with foreign organizations. In these days rapidly changing environment, which cannot

avoid an influence from different cultures, Mead (2005) highlight following points as the most important for process of negotiation.

When to negotiate? – The timing is crucial if we consider all possible threats connected with differences in cultural habits (national holidays, working hours etc.).

Who negotiates? – At first the number of negotiators must be chosen, then the rank of each negotiator (given by the company) should be equivalent and finally there have to be certain level of confidence between all participants.

Why negotiate? – The companies have to be first of all sure in what they want to achieve and what they are willing to concede. Moreover they have to be aware also about the other side's interests.

Who has authority to decide? – This aspect certainly varies across the cultures. It depends on the national culture (the task of authority) but mainly it is affected by the organizational culture. It can be either a leader of the negotiating team or even a person not present at the meeting at all.

How to negotiate? – The general knowledge of negotiation goes beyond this work, nevertheless in terms of cross-cultural negotiation it is important to be aware of the other side's needs as well as customs, values, beliefs and other aspects of the their culture.

(Petr, 2010)

3.7 Cross-cultural communication

Communication is crucial for this work and that is why we should look at it a bit from wider and deeper angle, to have better perception what communication means for international and organizational relations.

Moran, Harris and Moran (2007) define communication in their book as key instrument for understanding, cooperation and action. To other people it is just process by which people understand each other, based on assumption that we all can see and feel the same things. Pierre Casse (1994) reflect on this opinion with his article about revisiting communication claiming that every single human being perceive world a bit different way, simply based on that every single person is original made by nature. With the use of Hofstede's (2010) software of the mind, it is easy to see that some human features are learned and other inherited. Also assumption that what is taught one way and it is clear for majority does not mean it is

right and cannot be perceived otherwise by other individuals. Words as it self does not have real meaning, it is the intension sent through the words from individual, who is the only one who knows the real meaning. This can easily lead to misunderstanding. If we consider how long is the human species communicating and misunderstanding through space and time, it is almost unbelievable that it made it that far. Anyway, using simple deduction, it is not essential for our survival but it definitely the key tool for success.

Mead (2005) emphasizes a lot on context of communication, especially if the communicators are from two or more different cultures. He believes that the purpose and meaning of the information can be precisely understood only if the recipient follow the context and vice versa. Also, the best scenario is to have the content of the message well prepared. Mead (2005) states that the purpose must be understood as well as the context.

Another big cultural value has of course the language. Not the biggest, but for sure it has great significance, as Kramsch in 1998 defined language as expression of cultural identity in means that speech represents facts, ideas but also attitudes, beliefs and viewpoints.

It is message for managers they should add to their preparation, which *bridge language* to choose for precise type of negotiation, because despite English is global accredited communication tool, does not necessary mean that other one could not be more convenient. That means, if both sides are not able to communicate with a same language each other, they have to find different means of communication as for example translator. Beware of that even speakers using the same language can easily misunderstand each other using different slang, jargon, idioms and other nuances. Of course setting commonly used terminology in one sector helps to avoid misunderstanding.

Nevertheless, according to Mead and other anthropologists, 75% of communication is being sent without saying a word. Non-verbal communication, also known as body language is represented by gestures, stance, eye movement, posture, clothing and personal space distance. Each culture has its own typical signs of non-verbal communication, and every successful manager has to be aware of them.

Communication is bounded with culture and every effective leader, especially when approaching people from different culture should, be aware of its own communication style and culture aspects (national customs, attitudes, beliefs, values and others) and also to be able analyze opponent's facet to avoid ethnocentrism.

Below are state some practical, guidelines from internationally acclaimed anthropologist helping our intercultural perception.

A. Korzybski stated three basic rules that every manager should always have in mind:

- The map is not the territory.
- The map never represents the entire territory.
- There are different maps for the same territory.

Practical implications business leaders (A. Korzybski):

1. Keep in mind that pure communication (understanding each other 100%) is impossible.
2. Do not be afraid of repeating yourself, using concrete illustration and metaphors to minimize the natural misunderstanding, which occurs between you and the people you, are communicating with.
3. Be careful when people tell you that they have understood you. It may not be true. Check and crosscheck.

Characteristics and practices from Moran, Harris and Moran (2007) helping us understand international communication:

- ***We cannot avoid communication*** – The whole body (body language) and actually all our behavior contains a message. We simply cannot get rid of it.

- ***Communication still does not mean understanding*** – Even when we agree that we are communicating with someone, it does not mean that we understand each other until the interpretation of symbols (words/gestures) being used is the same.

- ***Communication is non-reversible*** – We cannot take our “words” back, nevertheless we can explain or restate them.

- *The understanding of context is necessary* – (already explained above in the text)

- *Communication is dynamic process* – We cannot passively participate. We either send or receive a message or even both at once.

(Petr, 2010)

4 Empirical part

The 1st part of my enquiry is to analyze manager's and subordinates' background according to Hofstede's dimensions and state their features, which unites or divide them. 2nd test serve us to analyze both communication style and mindset.

4.1 Culture aspects

4.1.1 Manager

After summarizing and analyzing responds from first part of enquiry, we know that tested manager is 44 years old woman born in France, leading 20 subordinates. Using Hofstede's theories and tables from his book *Cultures and Organization* (2010) I derived manager's culture aspects.

Based on Hofstede's theories and measurements and without any further observation, we can expect high power distance (HPD) in her leadership as France scored 68 (27-29 place). Her relations with subordinates are emotional and benevolent but autocratic.

France is known with its strong individualistic approach (score 71), which is characterized by honest sharing of feelings, staffing based on skills and rules. In such environment task prevails over relationship and treatment is the same for everybody.

Masculinity index in France is quite in the middle (score 43), yet it is more feminine society, which are characterized with equality in rewarding, conflict are solved by compromise and negotiation rather than rule of stronger. Work is important, but living a life is more and thus feminine societies emphasize leisure time over earning a lot of money. Also share of gender on the same position is higher as the chances to get promoted.

Uncertainty is incessant threat that must be fought through once lifetime, and who has such fear lives in high anxiety and stress. This is typical for countries with strong uncertainty avoidance as is France (score 86). There are usually stable staffs with less changes and where time is perceived as money. Precision and technical solutions are popular thus experts and technical solution is enforced rather than common sense.

Fifth Hofstede's (2010) dimension is about time orientation. France with score 63 is considered as long-term oriented culture. Such a culture emphasize in business

on importance of profits years ago, investment in lifelong personal networks, synthetic thinking and market position. For this type of people is leisure time not priority.

The differences and potential cultural clashes will be analyzed later in subordinates' culture aspects evaluation.

4.1.2 Subordinates

Following subchapters analyze cultural aspects of particular working environment according to Hostede's dimensions in his book Cultures and Organization. Derived cultural aspects have been compared to manager's one to determined differences and expected behavior of subordinates. Further recommendations are given towards to attain best performance of the team. Tables used for evaluation are at supplements section. For better illustration of results I used several charts.

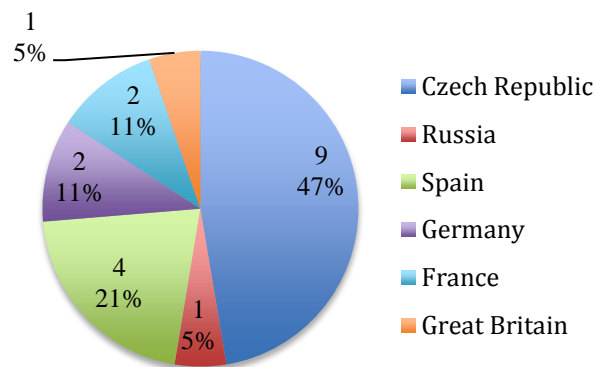


Figure 8 - National diversity (own processing)

In figure 8 we can clearly see national diversity in this particular environment is strong. Also the fact that all nationalities are from one continent and European union (except Russia) could lead to assumption there is strong cohesion between these nationalities and thus cooperation will be easy and clear. But not everybody knows that Europeans feel actually more national than European, because they have different *values, rituals, heroes and symbols* (more about National culture in chapter 3.3.7 and culture union in chapter 3.3.2). The largest representation has Czech nationality, which was predictable as long as the company is operating in Czech Republic. People from same culture has tend to make groups according to same culture, so the manager should keep attention to this grouping to avoid potential culture clashes.

France subordinates has same results as their manager, thus is supposed they understand each other on cultural level.

4.1.2.1 Power Distance Index (PDI)

Power distance is defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally (Hofstede, 2010).

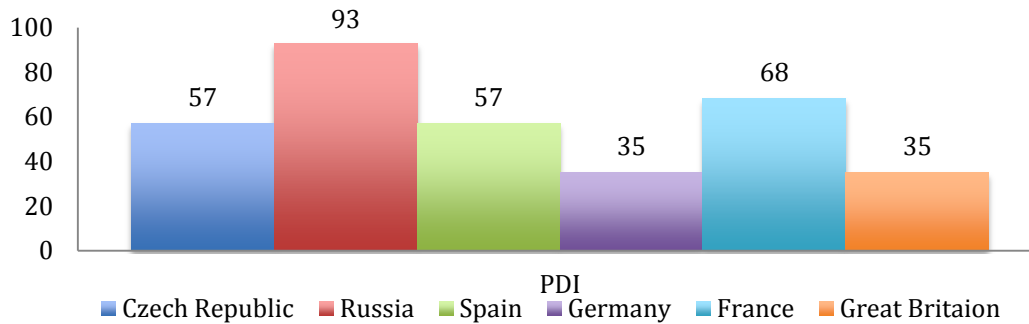


Figure 9 - PDI diversity (own processing)

Countries with high score as Russia believe that power should not be distributed equally. They expect top-down approach and clear mandates for any task. They also expect strong leading and someone who will tell them what and when to do. High power distance cultures are used to build strong emotional relations with their superiors. Manager should expect demand for more details and revisiting work of his/her Russian subordinate, but as long as France has also a relatively high score in this dimension so they should get along pretty well according to this dimension.

Another 2 nationalities with the same score in this dimension, Czech and Spain, make with France a group majority of 79% of subordinates plus the manager herself is France, thus we can expect that this environment will be more likely adapted to them. They do not emphasize on strong leadership, but if organization does, they do not have a problem to obey.

Nevertheless Germany and Great Britain scored in this dimension low, and even if it is a minority in this dimension, their cultural aspects should not be suppressed. Manager should give them more space and trust (at least appearance) to express themselves and their importance. Also if it comes to determining tasks, they expect consultation rather than to be told what to do.

4.1.2.2 Individualism versus Collectivism (IDV)

Individualism is value overleaping the values, identity, right and needs of the group by importance of and individual (Hofstede, 2010).

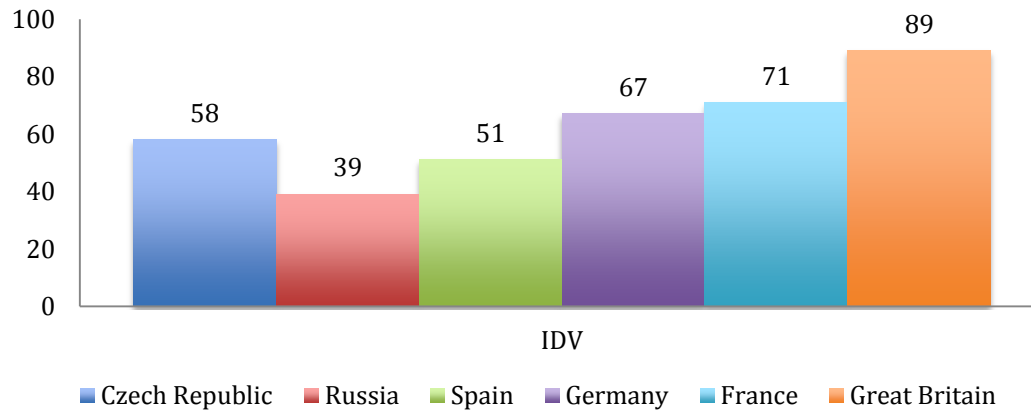


Figure 10 - IDV diversity (own processing)

Great Britain, France and Germany scored high in this dimension, which proves their strong individualistic character. Manager, in this case also from strong individualistic nation hires people based on skills and rules, which he/she believes are the best for the organization. As a rewarded for that he/she can expect those subordinates defend interests of organization, as long they do not collide with their self-interest. From the rest of the group the manager can expect loyalty and in-group harmony.

Relations can be a bit difficult in this case because 73% of the team rather expect moral relations based on honesty and respect each other, meanwhile for 27% it is just relation build up on business contract. In this case I would recommend to manager openness, teambuilding and other activities out of the business, to gather the group as one and to show them he/she actually care not just about the organizational interest, but also their interests.

4.1.2.3 Masculinity versus Femininity (MAS)

This dimension analyzes specific values and roles for males (masculinity) and females (femininity). Differences in this dimension are very contradictory therefore I would recommend to manager to identify which one is more feasible and apply it on whole team. Also there is no research evidence of systematic difference in effectiveness between organizations in masculine versus feminine nations (Hofstede, 2010).

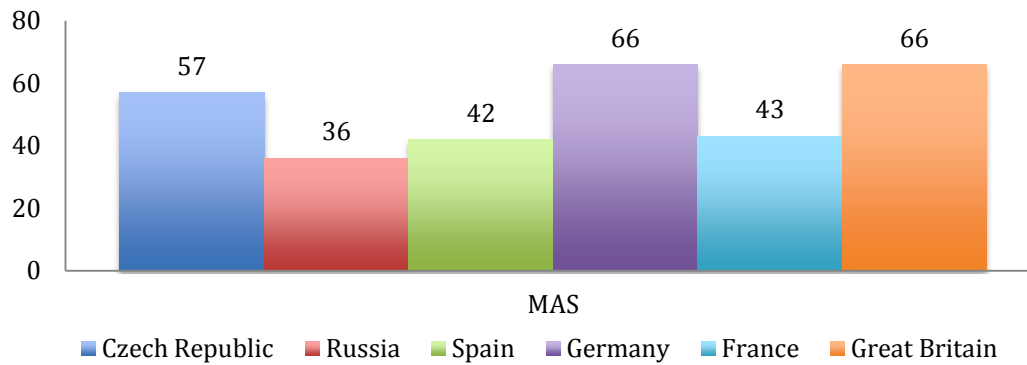


Figure 11 - MAS diversity (own processing)

Germany and Great Britain are well known for their decisive and aggressive approach. In general they care more about fortune than quality leisure time. We can say about them that they live for work.

Czech Republic with its score 57 and rank 25-27 is rather masculine than feminine, but yet we cannot say it clearly. If we concern it as masculine nation, it would give us result that a little than half of the subordinates are from masculine culture. Even though I would recommend to manager in this case use rather feminine approach, because the manager, same as the rest of the team, emphasize feminine culture aspects, so it would not be just natural for her, but also with management base on intuition, consensus and equality more feasible approach for this type of small organization.

4.1.2.4 Uncertainty avoidance (UAI)

The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity (Hofstede, 2010).

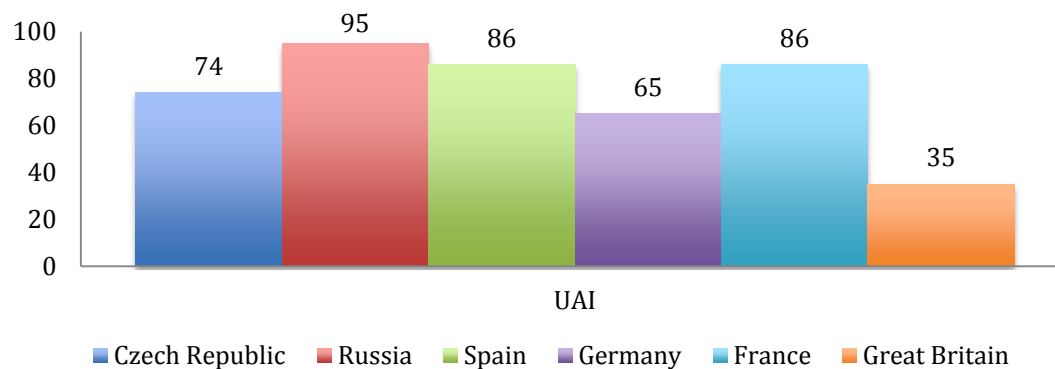


Figure 12 - UAI diversity (own processing)

From figure number 12 it is obvious (except Great Britain) that this team has strong uncertainty avoidance thus emotional need for rules, to be busy and work hard. They are not good inventors but on the other hand they are good at implementation. These people do not have tolerance for chaos and ambiguity.

In this dimension the manager clearly knows where she stands. Her focus every day to operations within organization and she is very precise and formalized and only thing what she should wary about is her subordinate from Great Britain, whose view of uncertainty is totally opposite. To avoid any type of social pressure from her side or rebellion from the other, her emphasizing on rules on such employee should be easy and without unnecessary pressure with respect and understanding of different perspective. Opposite behavior could lead to loss of otherwise valuable member of team.

4.1.2.5 Long Term Orientation versus Short Term Normative Orientation (LTO)

“Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently.” (Hofstede, 2010)

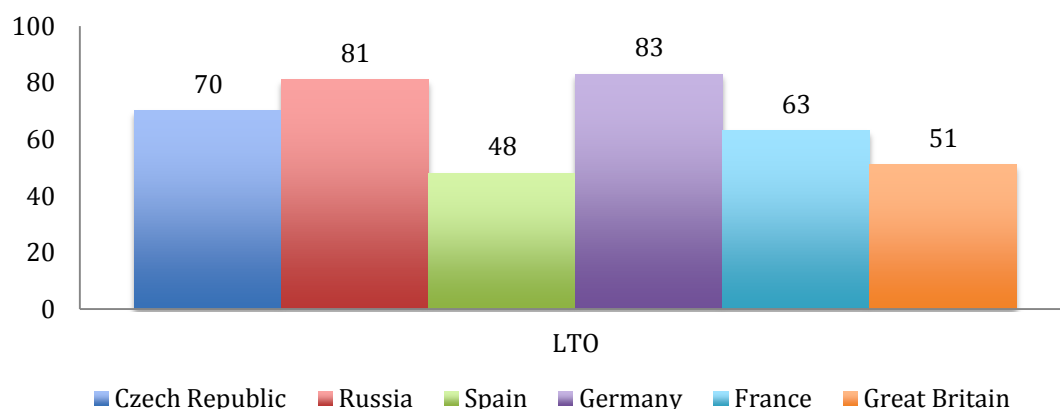


Figure 13 - LTO diversity (own processing)

The majority of team members from this environment are long-term oriented which is good for the manager, because on of the features of long-term oriented nationalities is that managers and subordinates share the same aspiration. France is, even it does not have the biggest score in this dimension, considered as strong future oriented nation, which focus on market position, does not have fear of disagreement or failure and does not believe in universal truth. All of these features are great for

organization's managers. Organizations can rely on their hard work and mindset for organizational thinking.

Two nations, Spain and Great Britain scored low in this dimension, which tell us about them they are thinking analytically rather about present then focusing on something, which may not come. Problem can occur when interacting with manager, because these type subordinates have usually different mindset. Manager should be ready for their possession for truth and realize that there is just one truth for such a people. When dealing and tasking with employees like this, manager should realize their importance for leisure time is much higher than his/her self. Giving to these works more freedom and respect their rules is exactly what should good manager do, because these aspects are the main work values for them. Last thing what should the manager not surprise, especially from nation like Great Britain, who are strong individualistic cultures, that they think more about themselves than about the team as a unit.

4.2 Revisiting Communication

As it is state in chapter 3.7 CROSS-CULTURAL communication, communicating is crucial skill for manager, even more important for multicultural leaders. That is why I decided also to revisit communication of this team using questioner, values, communication styles and guidelines on matching other communication styles; from the article *Revisiting Communication: A 'New Way' to Manage it* from Pierre Casse (1994), professor of organizational behavior; for deeper analysis of tested organizational environment.

First I used Pierre's questionnaire to retrieve values orientation. Questionnaire is assembled of 40 pair of attributes, where no pair is an either-or proposal. It serves to further analysis of communication style. After evaluation of the questionnaire according to given evaluation charts in the article, I stated main characteristic on each of four mindsets, than displayed the shares of score for every value orientation via charts. After that I compared it to manager's mindset and gave recommendation how to match with others communication styles.

Score evaluation:

- 1 – 7 indicates the mental construction somewhat underdeveloped
- 8 – 15 indicates the mental construction is well developed and used

- 16 – 20 indicates the mental construction is overdeveloped and overused

4.2.1 Value orientation 1: *Action*

People with the *Action* oriented mindset are basically focusing at changing and improving existing things and situations. They like to transform ideas into action. These people are effective and do not like let things unfinished (Pierre Casse, 1994).

The manager’s score in this value orientation is between 8 and 15, which derivate the result that mental construction in her case is well developed and used.

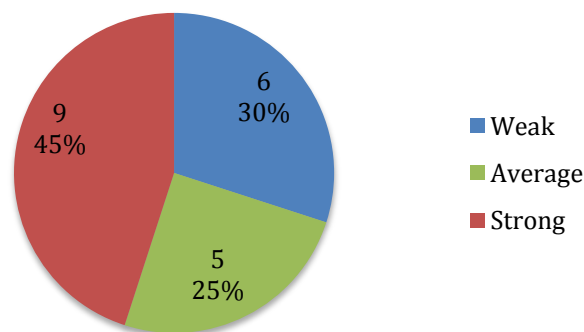


Figure 14 - diversity in Value orientation 1 (own processing)

Figure 14 showing results of value orientation number 1 - *ACTION* communication style. 9 subordinates scored had score between 16 and 20. These people are overleaping their manager in this category. They will probably try to impose their values and beliefs on others. Even with lack of empathy for those who are not that developed in this category, should not be a problem for the manager to be able understand their desire for action and moving forward, because her *action* mindset is well developed thus she dispose with flexibility and adaptation in this style.

People strong on *Action* orientation are pragmatic, jumping from one idea to another, yet very direct. They are also very decisive and like to challenge others, but patient is not their strong attribute.

They talk about things like results, objectives, performance, efficiency, experience, challenges achievements or changes.

To successfully communicate with an *action* oriented person, recommendation is to focus on the result right from the beginning of the conversation and state the best

recommendation without extra alternatives. Using visual assistance will help also as be brief as much as one can be.

There should not be general problem between the manager and the rest of the team who does not have this mindset developed that much. Perhaps when communicating with the weak scorers would be better to choose different approach.

4.2.2 Value orientation 2: *Process*

Characteristics of the *Process* oriented mindset are: understanding, organizing, setting up strategies, tactics and establishing rules (Pierre Casse, 1994).

The manager's scored in this value orientation again between 8 and 15, which derivate the result that mental construction is well developed and used.

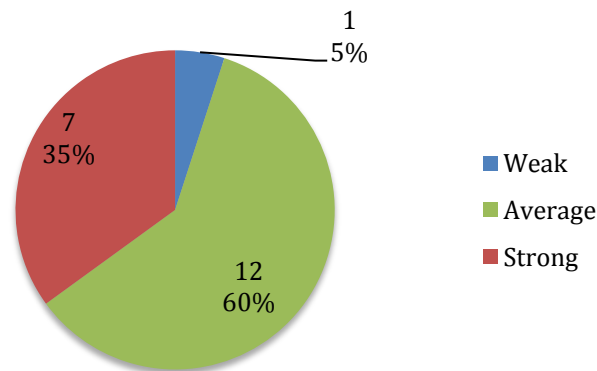


Figure 15 - diversity in Value orientation 2 (own processing)

On figure 15 we can see that 60% of employees has scored similarly as their manager. People who have similar score in value orientation usually get along together very well.

Just 1 member of the team is weak in *process* mindset thus the manager should choose style, which fits to this member otherwise communication breakdown could happen.

There are 7 members who are strong in this style. The manager should be aware, because people with overdeveloped mindset are convinced about their truth thus can be subjective and inflexible.

Their process of communication is logical, verbose without emotions. They like to talk step by step and use facts to substantiate allegations. They are also very patient.

Most often they talk about facts, procedures, planning, organizing, controlling and testing. Emphasize details and passion for trying out different analysis and observation is what they do.

The best for communicating with *Process* oriented people is to organize the message in a logical order (background, present situation, outcome) and state the facts. It is also good to have prepared options with alternatives divided by pros and cons. Because process oriented people do not rush, the best is be patient also.

4.2.3 Value orientation 3: *People*

The *People* oriented communicators care about people their needs and rights. They look for communication and understanding; emphasizing teamwork ethics and synergy based on feelings and emotions (Pierre Casse, 1994).

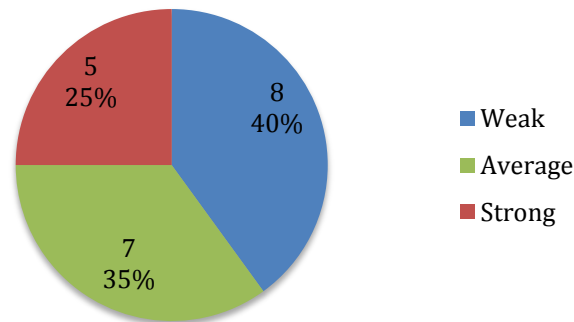


Figure 16 - diversity in Value orientation 3 (own processing)

This is the strongest value orientation of the manager. She and 5 subordinates have overdeveloped and overused this type mindset. They are typically spontaneous, emphatic, emotional, perceptive and sensitive. Content of their communication is usually concerning topics as: people, motivation, teamwork, communications, team spirit, understanding, self-development, awareness, cooperation, beliefs and relations.

These features are great for every manager, especially for one who is leading such a diverse environment. It is obvious she will try to impose her values, beliefs and assumptions on others. 60% of the staff members have either strongly or averagely developed this mental construction, thus we can expect mutual understanding.

The rest 40% of the team has this mental construction underdeveloped. The manager should expect difficulties to interact with such a communicators and occurrence of misunderstanding and communication breakdown will sooner or later happen. Nevertheless everything bad is good for something else, so the manager

should not get upset, but use this situation as opportunity to change something and grow.

4.2.4 Value orientation 4: *Ideas*

The *Idea* oriented people are future oriented persons, who value imagination, innovation, and creativity (Pierre Casse, 1994).

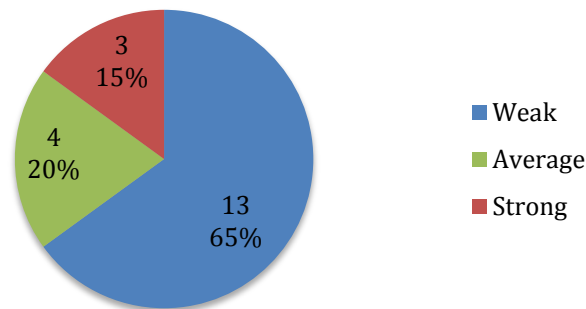


Figure 17 - diversity in Value orientation 4 (own processing)

Data from figure 17 clearly point on 65% of subordinates who has underdeveloped and underused this mindset, including the manager herself.

Average score has 20% of the team. It is not their strong mind set, but even despite of that they are quite familiar with *Idea* values, so the manager can expect certain flexibility and adaptability in using this way of communication.

Only three employees showed strong orientation in values such as: imagination, charisma, creativity or difficulty to understand. These people usually come up with either realistic or unrealistic ideas all the time. They talk about: concepts, innovation, creativity, opportunities, alternatives, improving and potentials.

Even if they are minority in this particular group, they are valuable members of the team. Because of weakness of the manager in this orientation value, she should be extra patient and open-minded to these teammates, otherwise she could easily miss the point of the enriching conversation, which could lead even to ethnocentrism. Thus the manager should always let some extra time when approaching *Idea* oriented person and brace herself with patients because they like to branch out of the topic. In the beginning of the conversation is the best relate the subject of the speech to wider concept or idea. It is good to emphasize on the uniqueness of the discussed topic or idea and relate the impact of the idea on the future.

4.2.5 Equally dispersed profile

2 persons had same score in each value orientation. Those who have scored equally in each category are good at adjusting themselves to different people, situations and requirements. These people are sometimes that flexible and good at switching their communication styles, that others perceive them as unpredictable.

4.2.6 Same mindset

There is just one person, who has exactly the same score as the manager. People who have the same mindset understand each other very well. People who have the four-value orientation developed the same click more or less automatically.

5 Conclusion

Aim of this thesis was to reveal and understand all the aspects concerning the topic of leading a multicultural environment. In today's world with everyday growing globalization, where working in a multicultural environment or living in different cultures, it is necessary to have global view, which means to understand all the aspect of cultures and organization and also understand differences in communication on global scale.

To explain these cultural and communication aspects I used several scientific reading and thesis from different anthropologist, mainly one of the most famous work from Geert Hofstede, *Cultures and Organization: software of the mind*. I also introduced the basic roles and features of manager, communication and negotiation, which must be clear to complex understanding of this thesis and mainly to whole process of managing multicultural environment.

In the empirical part I focused on qualitative analysis of one particular environment. I divided the working environment to 2 groups: manager and her subordinates. These groups were analyzed separately in two different categories and than compared together. I have chosen this method in order to point the differences in aspects of culture and communication in a working environment, and also to show what should every manager know about his/her subordinates in order to attain synergetic bound, which explore their full potential instead of misunderstanding and ethnocentrism. I also stated recommendations how to overcome these differences and thus successfully manage such an environment.

For my testing and evaluation I used already existing and academically approved tables, questionnaires and articles to derivate result with higher academic credibility.

The importance of culture and communication is underestimated. Knowing about cultural and communication aspects is not just beneficial for business success but even more for our quality of living as human beings.

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7 Supplements

7.1 Questionnaire

Please select in each pair of attributes the one which is most typical of your personality. No pair is an either-or proposal. Make your choice as spontaneously as possible. There is no wrong answer.

Before you start the test, please state your nationality _____

- | | |
|--|--|
| 1. I like action. | 15. I enjoy working with people. |
| 2. I deal with problems in a systematic way. | 16. I like to handle several projects at the same time. |
| 3. I like to attend well organized group meetings. | 17. I enjoy the stimulation of interaction with others. |
| 4. Deadlines are important for me. | 18. I learn by doing. |
| 5. I cannot stand hesitation. | 19. I basically try to understand other people's emotions. |
| 6. I believe that new ideas have to be tested before being used. | 20. I perceive myself as decisive. |
| 7. I want to set up my own objectives. | 21. I think I am good at reading people. |
| 8. When I start something I go through until the end. | 22. I search for challenging tasks. |
| 9. I look forward to receiving feedback on my performance. | 23. I am sensitive to others' needs. |
| 10. I find the step-by-step approach very effective. | 24. I like to achieve. |
| 11. Planning is the key to success. | 25. I listen to people. |
| 12. I become impatient with long deliberations. | 26. I like a variety. |
| 13. I believe that teams are more effective than individuals. | 27. I enjoy innovation very much. |
| 14. I value experience very much. | 28. I am impatient with long, slow assignments. |
| | 29. I am more interested in the future than in the past. |

30. I usually make decisions without thinking too much.
31. I am always looking for new possibilities.
32. I like to get things done.
33. I do challenge people around me.
34. I am impulsive.
35. I like creative problem solving.
36. I usually jump from one task to another.
37. I dream and project all the time.
38. I dislike wasting my time.
39. People say that I am a fast thinker.
40. I like brief, to the point statements.
41. I am cool under pressure.
42. Cooperation is a key word for me.
43. I use logical methods to test alternatives.
44. I can predict how others may react to a certain action.
45. I believe that my head rules my heart.
46. I am able to assess the climate of a group.
47. Analysis should always precede action.
48. I can express my feelings openly.
49. I rely on observation and data to make decisions.
50. I perceive myself as a communicator.
51. I like to focus on one issue at a time.
52. I enjoy learning about others.
53. Facts speak for themselves.
54. I strongly believe that people need each other to get work done.
55. Key decisions have to be made in a cautious way.
56. I always question myself.
57. Emotions create problems.⁴
58. I do not like details.
59. I have a tendency to start things and not finish them.
60. I believe in the scientific approach.
61. I like to design new projects.
62. I accept differences in people.
63. I enjoy reading very much.
64. I like to organize.
65. I use my imagination as much as possible.
66. I enjoy doing what I am good at.
67. My mind never stops working.

68. I am patient with details.

69. I like to be liked by others.

70. I can put two and two together very quickly.

71. I try out my new ideas on people.

72. Good relationships are essential.

73. Communicating with people is an end in itself.

74. I like to be intellectually stimulated.

75. Talking and working with people is a creative act.

76. Self-actualization is a key word for me.

77. I enjoy playing with ideas.

78. I learn by interacting with others.

79. I find abstractions interesting and enjoyable.

80. I feel confident in myself.

7.2 Tables from book: *Cultures and Organizations: Software of the mind* (Hofstede, 2010)

TABLE 3.1 Power Distance Index (PDI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1-2							
1-2							
3-4	Guatemala			Slovakia		Malaysia	104
3-4	Panama						104
5							95
5							95
6							
7				Russia		Philippines	94
8				Romania			93
8				Serbia			90
9	Suriname						86
10-11	Mexico						85
10-11	Venezuela						85
12-14							81
12-14							81
12-14					Arab ctrs		80
15-16	Ecuador					Bangladesh	80
15-16						China	80
17-18						Indonesia	78
17-18						India	78
19					Africa W		77
20							77
21				Croatia		Singapore	74
22-25				Slovenia			73
22-25				Bulgaria			71
22-25							70
22-25			Switzerland Fr		Morocco		70
22-25							70

continued

TABLE 3.1 Power Distance Index (PDI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions, *continued*

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
22-25							
26	Brazil					Vietnam	70
27-29		France					69
27-29							68
27-29				Poland		Hong Kong	68
30-31			Belgium Fr				68
30-31	Colombia						67
32-33	El Salvador						67
32-33		Turkey					66
34-36							66
34-36	Peru				Africa E		64
34-36							64
37-38	Chile					Thailand	64
37-38		Portugal					63
39-40			Belgium NI				63
39-40	Uruguay						61
41-42		Greece					61
41-42						S Korea	60
43-44					Iran		58
43-44						Taiwan	58
45-46				Czech Rep.			57
45-46		Spain					57
47		Malta					56
48					Pakistan		55
49-50			Canada Quebec				54

49-50						Japan	54
51		Italy					50
52-53	Argentina						49
52-53					S Africa (wte)		49
54	Trinidad						47
55				Hungary			46
56	Jamaica						45
57				Latvia			44
58				Lithuania			42
58				Estonia			40
59-61			Luxembourg				40
59-61			United States				40
59-61			Canada total				40
62			Netherlands				39
63			Australia				38
64							38
65-67	Costa Rica						35
65-67			Germany				35
65-67			Great Britain				35
68			Finland				33
69-70			Norway				31
69-70			Sweden				31
71			Ireland				28
72			Switzerland Ge				26
73			New Zealand				22
74			Denmark				18
75					Israel		13
76			Austria				11

TABLE 4.1 Individualism Index (IDV) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1			United States				91
2			Australia				90
3			Great Britain				89
4-6			Canada total				80
4-6				Hungary			80
4-6			Netherlands				80
7			New Zealand				79
8			Belgium NI				78
9		Italy					76
10			Denmark				74
11			Canada Quebec				73
12			Belgium Fr				72
13-14		France					71
13-14			Sweden				71
15-16			Ireland				70
15-16				Latvia			70
17-18			Norway				69
17-18			Switzerland Ge				69
19			Germany				67
20					S Africa (wte)		65
21			Switzerland Fr				64
22			Finland				63
23-26				Estonia			60
23-26				Lithuania			60

continued

TABLE 4.1 Individualism Index (IDV) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions, *continued*

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
23-26			Luxembourg				60
23-26				Poland			60
27		Malta					59
28				Czech Rep.			58
29			Austria				55
30					Israel		54
31				Slovakia			52
32		Spain					51
33						India	48
34	Suriname						47
35-37	Argentina						46
35-37						Japan	46
35-37					Morocco		46
38					Iran		41
39-40	Jamaica						39
39-40				Russia			39
41-42					Arab ctrs		38
41-42	Brazil						38
43		Turkey					37
44	Uruguay						36
45		Greece					35
46				Croatia			33
47					Philippines		32
48-50				Bulgaria			30
48-50	Mexico						30

48-50		Romania				30
51-53				Africa E		27
51-53	Portugal					27
51-53		Slovenia			Malaysia	27
54					Hong Kong	26
55-56						25
55-56		Serbia				25
57	Chile					23
58-63					Bangladesh	20
58-63					China	20
58-63					Singapore	20
58-63					Thailand	20
58-63					Vietnam	20
58-63				Africa W		20
64	El Salvador					19
65					S Korea	18
66					Taiwan	17
67-68	Peru					16
67-68	Trinidad					16
69	Costa Rica					15
70-71					Indonesia	14
70-71				Pakistan		14
72	Colombia					13
73	Venezuela					12
74	Panama					11
75	Ecuador					8
76	Guatemala					6

TABLE 5.1 Masculinity Index (MAS) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1				Slovakia			110
2						Japan	95
3				Hungary			88
4			Austria				79
5	Venezuela						73
6			Switzerland Ge				72
7		Italy					70
8	Mexico						69
9-10			Ireland				68
9-10	Jamaica						68
11-13						China	66
11-13			Germany				66
11-13			Great Britain				66
14-16	Colombia						64
14-16						Philippines	64
14-16				Poland			64
17-18					S Africa (wte)		63
17-18	Ecuador						63
19			United States				62
20			Australia				61
21			Belgium Fr				60
22-24			New Zealand				58
22-24			Switzerland Fr				58
22-24	Trinidad						58

continued

TABLE 5.1 Masculinity Index (MAS) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions, *continued*

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
25-27				Czech Rep.			57
25-27		Greece					57
25-27						Hong Kong	57
28-29	Argentina						56
28-29						India	56
30						Bangladesh	55
31-32					Arab ctrs		53
31-32					Morocco		53
33			Canada total				52
34-36			Luxembourg				50
34-36						Malaysia	50
34-36					Pakistan		50
37	Brazil						49
38						Singapore	48
39-40					Israel		47
39-40		Malta					47
41-42						Indonesia	46
41-42					Africa W		46
43-45			Canada Quebec				45
43-45						Taiwan	45
43-45		Turkey					45
46	Panama						44
47-50			Belgium NI				43
47-50		France					43
47-50					Iran		43
47-50				Serbia			43
51-53	Peru			Romania			42
51-53							42
51-53		Spain			Africa E		41
54				Bulgaria			40
55-58				Croatia			40
55-58	El Salvador					Vietnam	40
55-58						S Korea	39
59							38
60	Uruguay						37
61-62	Guatemala						37
61-62	Suriname						36
63				Russia		Thailand	34
64							31
65		Portugal					30
66				Estonia			28
67	Chile						26
68			Finland				21
69	Costa Rica						19
70-71				Lithuania			19
70-71				Slovenia			19
72			Denmark				16
73			Netherlands				14
74				Latvia			9
75			Norway				8
76			Sweden				5

TABLE 6.1 Uncertainty Avoidance Index (UAI) Values for 76 Countries and Regions
Based on Three Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1		Greece					112
2		Portugal					104
3	Guatemala						101
4	Uruguay						100
5			Belgium NI				97
6		Malta					96
7				Russia			95
8	El Salvador						94
9-10			Belgium Fr				93
9-10				Poland			93
11-13						Japan	92
11-13				Serbia			92
11-13	Suriname						92
14				Romania			90
15				Slovenia			88
16	Peru						87
17-22	Argentina						86
17-22	Chile						86
17-22	Costa Rica						86
17-22		France					86
17-22	Panama						86
17-22		Spain					86
23-25				Bulgaria			85
23-25		Turkey				S Korea	85
23-25							85
26-27				Hungary			82
26-27	Mexico						82
28					Israel		81
29-30	Colombia						80
29-30				Croatia			80
31-32	Brazil						76
31-32	Venezuela						76
33		Italy					75
34				Czech Rep.			74
35-38			Austria				70
35-38			Luxembourg				70
35-38					Pakistan		70
35-38			Switzerland Fr				70
39						Taiwan	69
40-41					Arab ctrs		68
40-41					Morocco		68
42	Ecuador						67
43-44			Germany				65
43-44				Lithuania			65
45						Thailand	64
46				Latvia			63
47-49						Bangladesh	60
47-49			Canada Quebec				60
47-49				Estonia			60
50-51			Finland				59
50-51					Iran		59
52			Switzerland Ge				56
53	Trinidad						55
54					Africa W		54
55			Netherlands				53
56					Africa E		52

TABLE 6.1. Uncertainty Avoidance Index (UAI) Values for 76 Countries and Regions
Based on Three Items in the IBM Database Plus Extensions, *continued*

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
57-58			Australia				51
57-58				Slovakia			51
59			Norway				50
60-61			New Zealand				49
60-61					S Africa (wte)		49
62-62			Canada total				48
62-63						Indonesia	48
64			United States				46
65						Philippines	44
66						India	40
67						Malaysia	36
68-69			Great Britain				35
68-69			Ireland				35
70-71						China	30
70-71						Vietnam	30
72-73						Hong Kong	29
72-73			Sweden				29
74			Denmark				23
75	Jamaica						13
76						Singapore	8

TABLE 7.4 Long-Term Orientation (LTO) Index Values for 93 Countries and Regions
Based on Factor Scores from Three Items in the World Values Survey

SCORES ARE BASED ON THE MOST RECENT WVS DATA FROM THE PERIOD 1995-2004; NINE COUNTRIES MARKED WITH AN ASTERISK (*) WERE ADDED USING 2005-08 DATA.

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1						S Korea	100
2						Taiwan	93
3						Japan	88
4						China	87
5				Ukraine			86
6			Germany				83
7-9				Estonia			82
7-9			Belgium				82
7-9				Lithuania			81
10-11				Russia			81
10-11				Belarus			81
12			Germany E				78
13				Slovakia			77
14				Montenegro			75
15			Switzerland				74
16						Singapore	72
16				Moldova			71
17				Czech Rep.			70
18-19				Bosnia			70
18-19				Bulgaria			69
20-21				Latvia			69
20-21							69
22			Netherlands				67

continued

TABLE 7.4 Long-Term Orientation (LTO) Index Values for 93 Countries and Regions
Based on Factor Scores from Three Items in the World Values Survey, *continued*

SCORES ARE BASED ON THE MOST RECENT WVS DATA FROM THE PERIOD 1995–2004; NINE COUNTRIES MARKED WITH AN ASTERISK (*) WERE ADDED USING 2005–08 DATA.

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M. E & AFRICA	ASIA EAST ASIA SE	INDEX
23				Kyrgyzstan			66
24			Luxembourg				64
25		France					63
26–27						Indonesia	62
26–27				Macedonia			62
28–32				Albania			61
28–32		Italy					61
28–32				Armenia			61
28–32				Azerbaijan		Hong Kong*	61
28–32			Austria				60
33				Croatia			58
34–35				Hungary			58
36						Vietnam	57
37			Sweden				53
38–39				Serbia			52
38–39				Romania			52
40–41			Great Britain				51
40–41						India	51
42						Pakistan	50
43				Slovenia			49
44		Spain					48
45–46						Bangladesh	47

45–46		Malta					47
47		Turkey					46
48		Greece					45
49	Brazil						44
50						Malaysia*	41
51–54			Finland				38
51–54				Georgia			38
51–54				Poland			38
51–54					Israel		38
55–56			Canada				36
55–56					Saudi Arabia		36
57–58			Denmark				35
57–58			Norway				35
59–60					Tanzania		34
59–60					S Africa		34
61			New Zealand				33
62						Thailand*	32
63	Chile						31
64					Zambia*		30
65–66		Portugal					28
65–66			Iceland				28
67–68					Burkina Faso*		27
67–68						Philippines	27
69–71	Uruguay				Algeria		26
69–71							26
69–71			United States				26
72–73	Peru						25
72–73					Iraq		25
74–76			Ireland				24
74–76	Mexico						24
74–76					Uganda		24

continued