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presents



Trompenaars Cultural Dimensions-1



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Quelle:

<http://www.mindtools.com/pages/article/seven-dimensions.htm>

Introduction

The Seven Dimensions of Culture were identified by management consultants Fons Trompenaars and Charles Hampden-Turner, and the model was published in their 1997 book, "Riding the Waves of Culture."

Introduction

Trompenaars and Hampden-Turner developed the model after spending 10 years researching the preferences and values of people in dozens of cultures around the world.

As part of this, they sent questionnaires to more than 46,000 managers in 40 countries.

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- They found that people from different cultures aren't just randomly different from one another
- They differ in very specific, even predictable, ways.
- This is because each culture has its own way of thinking, its own values and beliefs, and different preferences placed on a variety of different factors.

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Trompenaars and Hampden-Turner concluded that what distinguishes people from one culture compared with another is where these preferences fall in one of the following seven dimensions.

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- 1 Universalism versus particularism.
- 2 Individualism versus communitarianism.
- 3 Specific versus diffuse.
- 4 Neutral versus emotional.
- 5 Achievement versus ascription.
- 6 Sequential time versus synchronous time.
- 7 Internal direction versus outer direction.

Introduction

- You can use the model to understand people from different cultural backgrounds better, so that you can prevent misunderstandings and enjoy a better working relationship with them.
- This is especially useful if you do business with people from around the world, or if you manage a diverse group of people.

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- The model also highlights that one culture is not necessarily better or worse than another.
- People from different cultural backgrounds simply make different choices.

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- However, the model doesn't tell you how to measure people's preferences on each dimension.
- Therefore, it's best to use it as a general guide when dealing with people from different cultures.

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Note 1

- For each dimension we've included some of the national cultures that Trompenaars and Hampden-Turner identified as having a preference at each extreme of that particular dimension.
- You can use this as a general guide, but remember to treat people as individuals, and to avoid stereotyping.

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Note 2

- The cultural dimensions don't take into account people's personal experiences or differences between sub-cultures within the country.
- So bear this in mind when you're applying this model.
- This is especially relevant in today's global environment, may be influenced by many different cultures .

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Note 3

- Be sensible in how you apply these strategies.
- In practice, there will be many other factors that will have a bearing on how you manage people and communicate with them.

1. Universalism versus Particularism
(Rules versus Relationships)

Dimension	Characteristics	Strategies
Universalism	<p>People place a high importance on laws, rules, values, and obligations. They try to deal fairly with people based on these rules, but rules come before relationships.</p>	<ul style="list-style-type: none"> • Help people understand how their work ties into their values and beliefs. • Provide clear instructions, processes, and procedures. • Keep promises and be consistent. • Give people time to make decisions. • Use an objective process to make decisions yourself, and explain your decisions if others are involved.
Particularism	<p>People believe that each circumstance, and each relationship, dictates the rules that they live by. Their response to a situation may change, based on what's happening in the moment, and who's involved.</p>	<ul style="list-style-type: none"> • Give people autonomy to make their own decisions. • Respect others' needs when you make decisions. • Be flexible in how you make decisions. • Take time to build relationships and get to know people so that you can better understand their needs. • Highlight important rules and policies that need to be followed.

1. Universalism versus Particularism (Rules versus Relationships)

- Typical universalist cultures include the U.S., Canada, the U.K, the Netherlands, Germany, Scandinavia, New Zealand, Australia, and Switzerland.
- Typical particularistic cultures include Russia, Latin-America, and China.*ina*.

2. Individualism versus Communitarianism (The Individual versus the Group)

Dimension	Characteristics	Strategies
Individualism	<p>People believe in personal freedom and achievement. They believe that you make your own decisions, and that you must take care of yourself.</p>	<ul style="list-style-type: none"> • Praise and reward individual performance. • Give people autonomy to make their own decisions and to use their initiative. • Link people's needs with those of the group or organization. • Allow people to be creative and to learn from their mistakes.
Communitarianism	<p>People believe that the group is more important than the individual. The group provides help and safety, in exchange for loyalty. The group always comes before the individual.</p>	<ul style="list-style-type: none"> • Praise and reward group performance. • Don't praise individuals publically. • Allow people to involve others in decision making. • Avoid showing favoritism.

2. Individualism versus Communitarianism (The Individual versus the Group)

- Typical individualist cultures include the U.S., Canada, the U.K, Scandinavia, New Zealand, Australia, and Switzerland.
- Typical communitarian cultures include countries in Latin-America, Africa, and Japan.

3. Specific versus Diffuse (How Far People Get Involved)

Dimension	Characteristics	Strategies
Specific	<p>People keep work and personal lives separate. As a result, they believe that relationships don't have much of an impact on work objectives, and, although good relationships are important, they believe that people can work together without having a good relationship.</p>	<ul style="list-style-type: none"> • Be direct and to the point. • Focus on people's objectives before you focus on strengthening relationships. • Provide clear instructions, processes, and procedures. • Allow people to keep their work and home lives separate.
Diffuse	<p>People see an overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives, and that their relationships with others will be the same, whether they are at work or meeting socially. People spend time outside work hours with colleagues and</p>	<ul style="list-style-type: none"> • Focus on building a good relationship before you focus on business objectives. • Find out as much as you can about the people that you work with and the organizations that you do business with. • Be prepared to discuss business on social occasions, and to have personal discussions at work.

3. Specific versus Diffuse (How Far People Get Involved)

- Typical specific cultures include the U.S., the U.K., Switzerland, Germany, Scandinavia, and the Netherlands.
- Typical diffuse cultures include Argentina, Spain, Russia, India, and China.

4. Neutral versus Emotional (How People Express Emotions)

Dimension	Characteristics	Strategies
Neutral	<p>People make a great effort to control their emotions. Reason influences their actions far more than their feelings. People don't reveal what they're thinking or how they're feeling.</p>	<ul style="list-style-type: none"> • Manage your emotions effectively. • Watch that your body language doesn't convey negative emotions. • "Stick to the point" in meetings and interactions. • Watch people's reactions carefully, as they may be reluctant to show their true emotions.
Emotional	<p>People want to find ways to express their emotions, even spontaneously, at work. In these cultures, it's welcome and accepted to show emotion.</p>	<ul style="list-style-type: none"> • Open up to people to build trust and rapport . • Use emotion to communicate your objectives. • Learn to manage conflict effectively, before it becomes personal. • Use positive body language . • Have a positive attitude .

4. Neutral versus Emotional (How People Express Emotions)

- Typical neutral cultures include the U.K., Sweden, the Netherlands, Finland, and Germany.
- Typical emotional cultures include Italy, France, Spain, and countries in Latin-America.

5. Achievement versus Ascription
(How People View Status)

Dimension	Characteristics	Strategies
Achievement	<p>People believe that you are what you do, and they base your worth accordingly. These cultures value performance, no matter who you are.</p>	<ul style="list-style-type: none"> • Reward and recognize good performance appropriately. • Use titles only when relevant. • Be a good role model .
Ascription	<p>People believe that you should be valued for who you are. Power, title, and position matter in these cultures, and these roles define behavior.</p>	<ul style="list-style-type: none"> • Use titles, especially when these clarify people's status in an organization. • Show respect to people in authority, especially when challenging decisions. • Don't "show up" people in authority. • Don't let your authority prevent you from performing well in your role.

5. Achievement versus Ascription (How People View Status)

- Typical achievement cultures include the U.S., Canada, Australia, and Scandinavia.
- Typical ascription cultures include France, Italy, Japan, and Saudi Arabia.

6. Sequential Time Versus Synchronous Time (How People Manage Time)

Dimension	Characteristics	Strategies
Sequential Time	<p>People like events to happen in order. They place a high value on punctuality, planning (and sticking to your plans), and staying on schedule. In this culture, "time is money," and people don't appreciate it when their schedule is</p>	<ul style="list-style-type: none"> • Focus on one activity or project at a time. • Be punctual. • Keep to deadlines. • Set clear deadlines.
Synchronous Time	<p>People see the past, present, and future as interwoven periods. They often work on several projects at once, and view plans and commitments as flexible.</p>	<ul style="list-style-type: none"> • Be flexible in how you approach work. • Allow people to be flexible on tasks and projects, where possible. • Highlight the importance of punctuality and deadlines if these are key to meeting objectives.

6. Sequential Time Versus Synchronous Time (How People Manage Time)

- Typical sequential-time cultures include Germany, the U.K., and the U.S.
- Typical synchronous-time cultures include Japan, Argentina, and Mexico.

7. Internal Direction versus Outer Direction (How People Relate Their Environment)

Dimension	Characteristics	Strategies
<p>Internal Direction (This also known as having an internal locus of control .)</p>	<p>People believe that they can control nature or their environment to achieve goals. This includes how they work with teams and within organizations.</p>	<ul style="list-style-type: none"> • Allow people to develop their skills and take control of their learning. • Set clear objectives that people agree with. • Be open about conflict and disagreement, and allow people to engage in constructive conflict.
<p>Outer Direction (This also known as having an external locus of control .)</p>	<p>People believe that nature, or their environment, controls them; they must work with their environment to achieve goals. At work or in relationships, they focus their actions on others, and they avoid conflict where possible. People often need reassurance that they're doing a good</p>	<ul style="list-style-type: none"> • Provide people with the right resources to do their jobs effectively. • Give people direction and regular feedback , so that they know how their actions are affecting their environment. • Reassure people that they're doing a good job. • Manage conflict quickly and quietly. • Do whatever you can to boost people's confidence

7. Internal Direction versus Outer Direction (How People Relate Their Environment)

- Typical internal-direction cultures include Israel, the U.S., Australia, New Zealand, and the U.K.
- Typical outer-direction cultures include China, Russia, and Saudi Arabia.



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