

Collectivist	Individualist
People are born into extended families or other in-groups which continue to protect them in exchange for loyalty.	Everyone grows up to look after him/herself and his/her immediate (nuclear) family only.
Identity is based in the social network to which one belongs.	Identity is based in the individual.
Children learn to think in terms of “we.”	Children learn to think in terms of “I”
Harmony should always be maintained and direct confrontations avoided.	Speaking one’s mind is a characteristic of an honest person.
High-context communication.	Low-context communication.
Purpose of education is learning to do.	Purpose of education is learning how to learn.
Diplomas provide entry into higher status groups.	Diplomas increase economic worth and/or self-respect.
Relationship of employer-employee is perceived in moral terms, like a family link.	Relationship of employer-employee is a contracted supposed to be based on mutual advantage.
Hiring and promotion decisions take employees’ in-group into account.	Hiring and promotion decisions are supposed to be based on skills and rules only.
Management is management of groups.	Management is management of individuals.
Relationship prevails over task.	Task prevails over relationship.
Ideologies of equality prevail over ideologies of individual freedom.	Ideologies of individual freedom prevail over ideologies of equality.
Harmony and consensus in society are ultimate goals.	Self-actualization by every individual is an ultimate goal.

High Context	Low Context
Communication	
<p>High use of non-verbal</p> <ul style="list-style-type: none"> • Voice tone (indicators with special meaning) • Gestures • Facial expressions • Eye contact • Words 	<p>Low use of non-verbal</p> <ul style="list-style-type: none"> • Literal message is carried more by words • Less non-verbal actions • Words have precise meaning • Context is less important
<p>Indirect Communications</p> <ul style="list-style-type: none"> • Talk around and embellish point • Use lots of stories • Parables and detours 	<p>Communication is direct</p> <ul style="list-style-type: none"> • Things are spelled out exactly • Little or no use of stories • No parables or detours
<p>Message is an art form</p> <ul style="list-style-type: none"> • Reason for communication is to engage other • To establish or confirm relationships • The message is not as important (focus) as the person 	<p>Message is literal</p> <ul style="list-style-type: none"> • Purpose is to share information, ideas or opinion • Little personal involvement (emotional distance) • Message is most important (focus)
<p>Disagreement Taken Personally</p> <ul style="list-style-type: none"> • Very sensitive to what message conveys or implies • Disagreements are taken very personally • Conflict must be resolved before work starts 	<p>Disagreement Depersonalized</p> <ul style="list-style-type: none"> • People recognize and deal with issues • Don't feel personally involved or attacked • Disagreement does not affect personal relationship
Time	
<p>Time is Polychronic</p> <ul style="list-style-type: none"> • Doing different things at one time • No set time for one particular thing • None, or few time schedules • Event-oriented • Concern only for activity at hand 	<p>Time is Monochronic</p> <ul style="list-style-type: none"> • One thing is done at a time, finish it first • Specific time for everything • Clear time schedules • Time-oriented • Great concern for punctuality
<p>Past Oriented (sometimes present oriented)</p> <ul style="list-style-type: none"> • History very important • Change slowly, if at all 	<p>Future Oriented</p> <ul style="list-style-type: none"> • History has little importance • Change is essential

High Context	Low Context
<ul style="list-style-type: none"> • Respect for elders or ancestors • Conservative and traditional • “Come what may” orientation 	<ul style="list-style-type: none"> • Youth must be praised • Innovation • Goal-oriented
Orientation	
<p>People Oriented</p> <ul style="list-style-type: none"> • Strong focus on people and relationships • Satisfaction lies in interacting with people (group) • Identity and fulfillment of life found in warm, personal relationships • Group oriented • Friendships are long-lasting, with similar people • Deplores loneliness, sacrifices time, money, status, and achievement for the sake of relationships 	<p>Task Oriented</p> <ul style="list-style-type: none"> • Strong focus on tasks and principles • Satisfaction found in the achievement of goals • Strong work and achievement orientation as the basis of self-fulfillment • Individual centered • Friendships are fleeting, among people with same goals and orientations • Accepts loneliness and social deprivation for sake of personal achievement

Small Power Distance	Large Power Distance
Inequalities among people should be minimized.	Inequalities among people are both expected and desired.
There should be, and there is, to some extent, interdependence between less and more powerful people.	Less powerful people should be dependent on the more powerful; in practice, less powerful people are polarized between dependence and counter-dependence.
Parents treat children as equals.	Parents teach children obedience.
Children treat parents as equals.	Children treat parents with respect.
Teachers expect initiatives from students in class.	Teachers are expected to take all initiative in class.
Teachers are experts who transfer impersonal truths.	Teachers are gurus who transfer personal wisdom.
Students treat teachers as equals.	Students treat teachers with respect.
More-educated people hold less authoritarian values than less-educated people.	Both more- and less-educated people show almost equally authoritarian values.
Hierarchy in organizations means an inequality of roles, established for convenience.	Hierarchy in organizations reflect the existential inequality between higher-ups and lower-downs.
Decentralization is popular.	Centralization is popular.
Narrow salary range between top and bottom.	Wide salary range between top and bottom.
Subordinates expect to be consulted.	Subordinates expect to be told what to do.
The ideal boss is a resourceful democrat.	The ideal boss is a benevolent autocrat or good father.
Privileges and status symbols are frowned upon.	Privileges and status symbols for managers are both expected and popular.

Small Power Distance	Large Power Distance
The use of power should be legitimate and is subject to criteria of good and evil.	Might prevails over right. Whoever holds the power is right and good.
Skills, wealth, power and status need not go together.	Skills, wealth, power and status should go together.
The middle class is large.	The middle class is small.
All should have equal rights.	The powerful have privileges.
Powerful people try to look less powerful than they are.	Powerful people try to look as impressive as possible.
Power is based on formal position, expertise, and ability to give rewards.	Power is based on family or friends, charisma, and ability to use force.
Native management theories focus on role of employees.	Native management theories focus on role of managers.

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
Uncertainty is a normal feature of life and each day is accepted as it comes.	The uncertainty inherence in life is felt as a continuous threat which must be fought.
Low stress; subjective feeling of well-being.	High stress; subjective feeling of anxiety.
Aggression and emotions should not be shown.	Aggression and emotion may, at proper times and placed, be ventilated.
Comfortable in ambiguous situations and with unfamiliar risks.	Acceptance of familiar risks; fear of ambiguous situations and of unfamiliar risks.
Lenient rules for children on what is “dirty” and “taboo.”	Tight rules for children on what is “dirty” and “taboo.”
What is different is curious.	What is different is dangerous.
Students comfortable with open-ended learning situations and concerned with good discussions.	Students comfortable in structured learning situations and concerned with the right answers.
Teachers may say, “I don’t know.”	Teachers are supposed to have all the answers.
There should not be more rules than is strictly necessary.	Emotional need for rules, even if these will never work.
Time is a framework for orientation.	Time is money.
Comfortable feeling when lazy; hard-working only when needed.	Emotional need to be busy; inner urge to work hard.
Precision and punctuality have to be learned.	Precision and punctuality come naturally.
Tolerance of deviant and innovative ideas and behavior.	Suppression of deviant ideas and behavior; resistance to innovation.
Motivation by achievement, esteem, or a sense of belonging	Motivation by security, esteem or being right.
Few and general laws and rules.	Many and precise laws and rules.

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
Tolerance and moderation.	Conservatism, extremism, law and order.
Positive attitudes toward young people.	Negative attitudes toward young people.
Regionalism, internationalism, attempts at integration of minorities.	Nationalism, xenophobia, repression of minorities.
Belief in generalists and common sense.	Belief in experts and specialization.
Many nurses, fewer doctors.	Many doctors, fewer nurses.