

Hoe cultuur werkt

Gert Jan Hofstede



Doel: begrijp drijfveren van jezelf en anderen beter
– vooral van andersdenkenden.

Goals of future leaders (MBA)

"typical successful business leader in your country is driven by..."

Overall ranking	Brazil	China	India	Germany	USA
1. Growth			4		1
2. Continuity	4		1		-
3. Year profits	3			-	4
4. Personal wealth					3
5. Power	2	3	3		5
6. Honour		4			
7. Create sth new				3	
8. 10 yr profits			5	4	
9. Law		-			
10. Responsibility emps	-			2	
11. Ethical norms		1	-	5	2
12. Responsibility soc		5		1	
13. Game spirit	1				
14. Patriotism		2	2		
15. Family interests	5				

Source: Hofstede et al 2010 p 321. n = 1800, 17 countries.

Familiegeschiedenis

±1.000.000 BC: Jagers / verzamelaars

- wisselende schaarste
- kleine nomadische groepen
- weinig competitie met andere groepen

→ egalitair, iedereen draagt bij
→ je kende iedereen

±12.000 BC: Landbouw

→ anonieme groepen; specialisatie; machtsconcentratie



Homo erectus groep

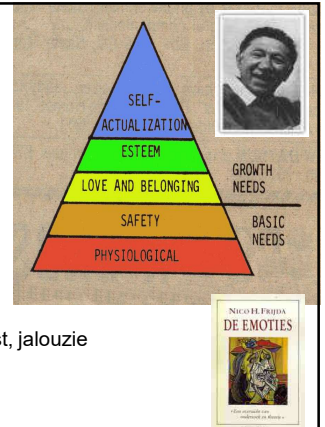
We zijn allen hetzelfde

• Drijfveren (DANS)

- Dominantie
- Affiliatie
- Nieuwigheid
- Sex

• Emoties

- Aantrekking, walging
- Liefde, haat, verlatingsangst, jalouzie
- Nieuwsgierigheid, verveling
- Machtswellust, angst



Het sociale spel:
rituelen,
regels,
rollen

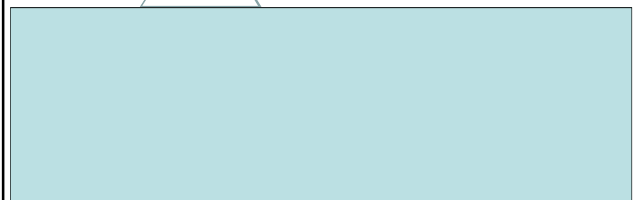


Levels of uniqueness

We can (and should) model our behaviour at different levels

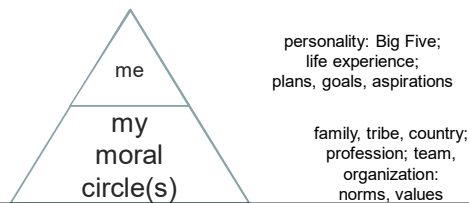


personality: Big Five;
life experience;
plans, goals, aspirations



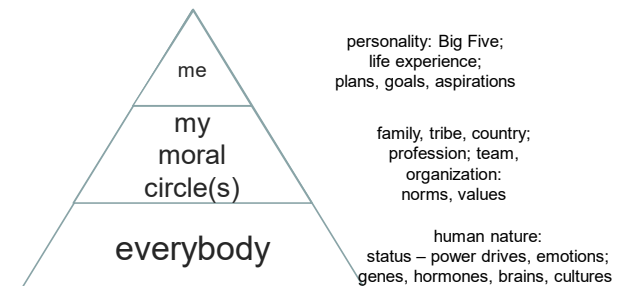
Levels of uniqueness

We can (and should) model our behaviour at different levels



Levels of uniqueness

We can (and should) study our behaviour at different levels



Dus...

- We zijn
 - Groepsdieren
 - Allemaal verschillend
 - Elke groep heeft spelregels voor samenleven
 - Over zes basisvraagstukken
- ...dit levert een ontzagwekkend complex mozaïek op.
- ...bv leiderschap
 - ...bv onderhandelen
 - ...bv groepsdynamiek

Cultuur- onderzoek



- Margaret Mead 1928
- Inkeles & Levinson 1969 “national character”
- Geert Hofstede 1980 “Hermes” 4D
- Michael Bond 1988 “Confucius connection”
- Michael Minkov 2007 WVS
- Hofstede, Hofstede & Minkov 2010 6D
- ..., ..., (> 500 auteurs)

Dan hebben we het nog niet gehad over...

- Hoe ontstaat / verandert cultuur?
 - Klimaat: vd Vliert
 - Co-evolutie met genen en ziektes
 - Co-evolutie met instituties
- Cross-culturele contacten
 - Dat gaat over individuen, en groepsprocessen, en misschien ook over cultuur
- Culture shock
 - Dat gaat over stress, en al het vorige

Welke theorie?

- “Every theory is wrong, but some are useful.”
 - Nomological network
- Use a theory that fits your purpose
 - Level of analysis
 - Time scope



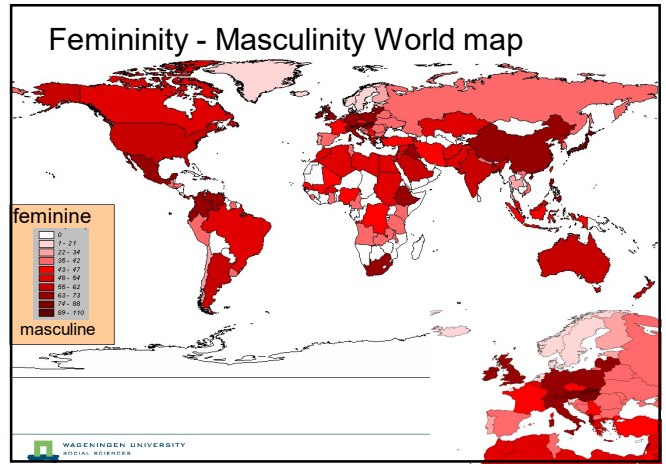
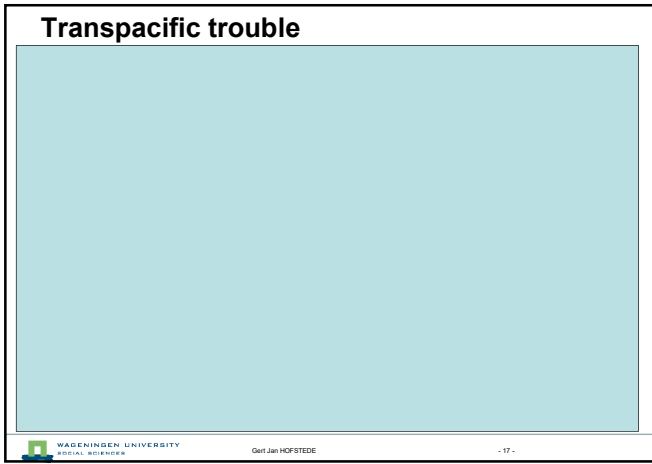
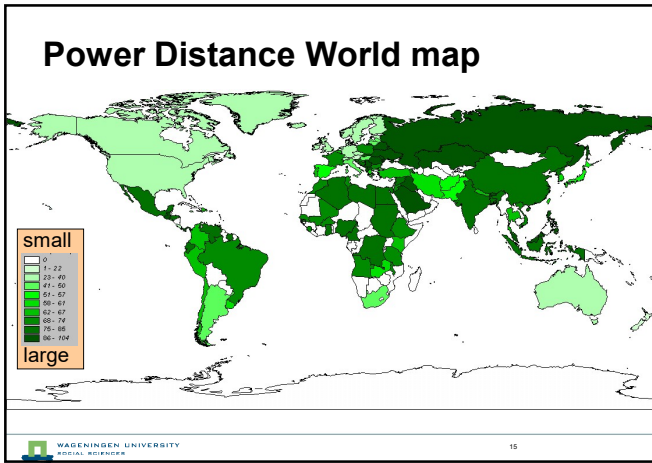
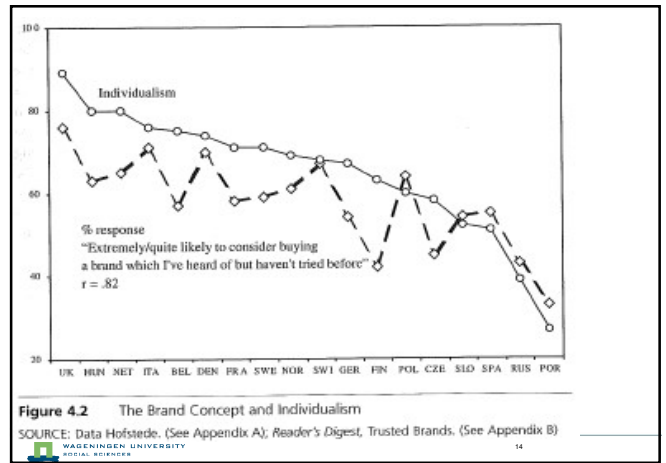
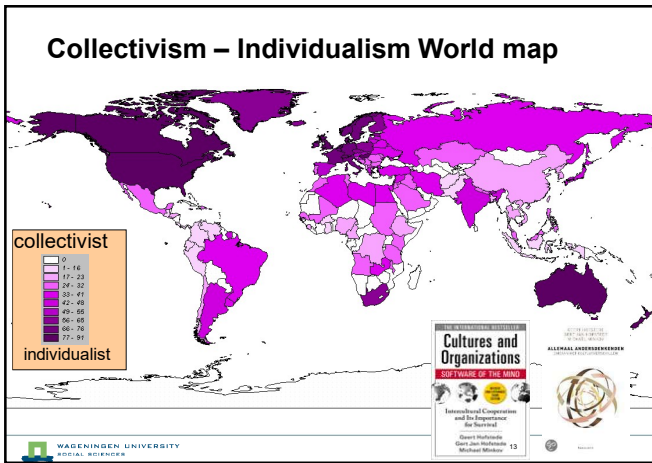
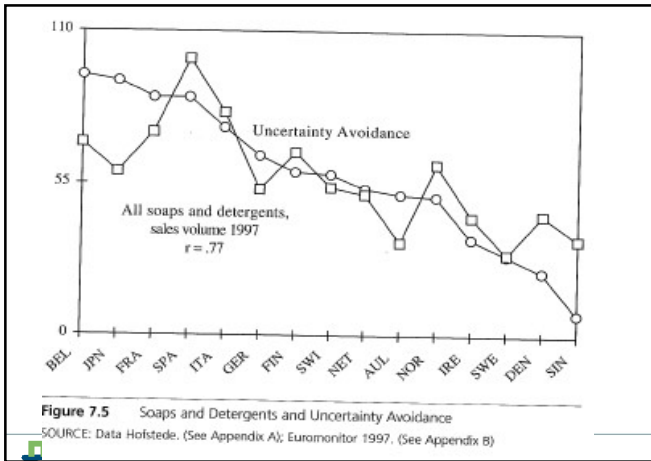
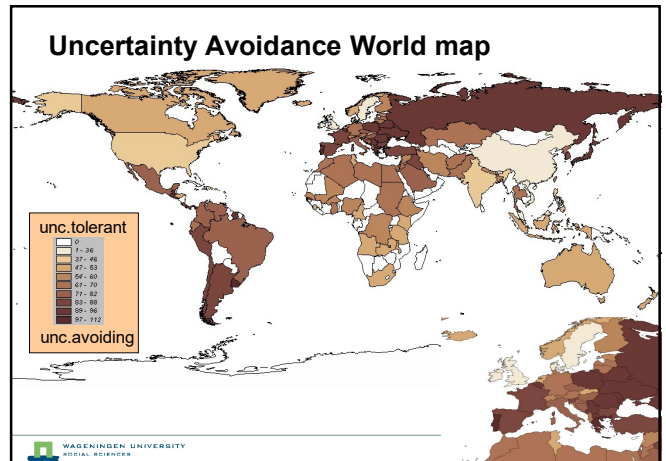


Table 5.1 Status Needs and Masculinity. Correlation Coefficients for Selected Products

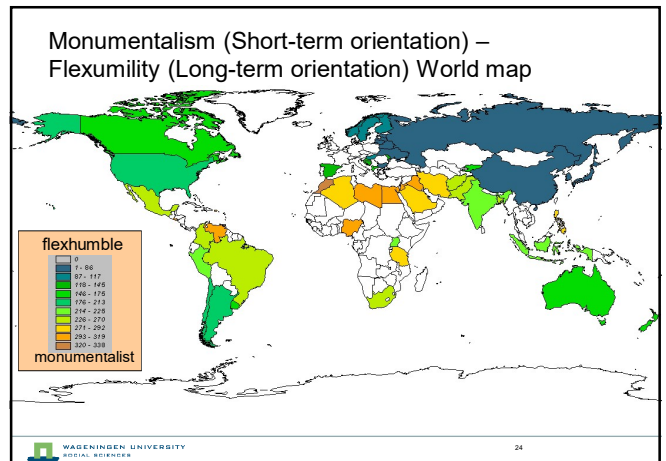
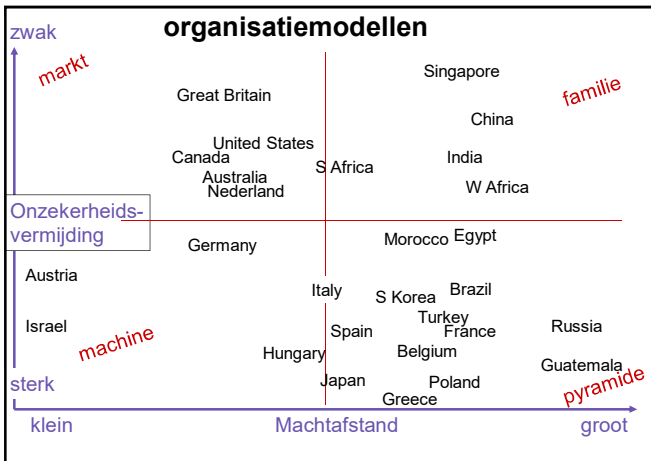
	GNP/capita	MAS
Watches owned		
Value main watch under US\$150	-.70***	-.50*
Value main watch over US\$1,600	.38	.56*
More than four watches in use	-.01	.53*
Ownership of:		
Instant camera	.20	.63***
Suit or dress over US\$800	.01	.68***
Sales real jewelry (in value)		
Worldwide 44 countries	.34	.44*
26 developed countries worldwide (GNP/cap > US\$8,000)	.25	.61***
Europe 15 countries	.18	.51*

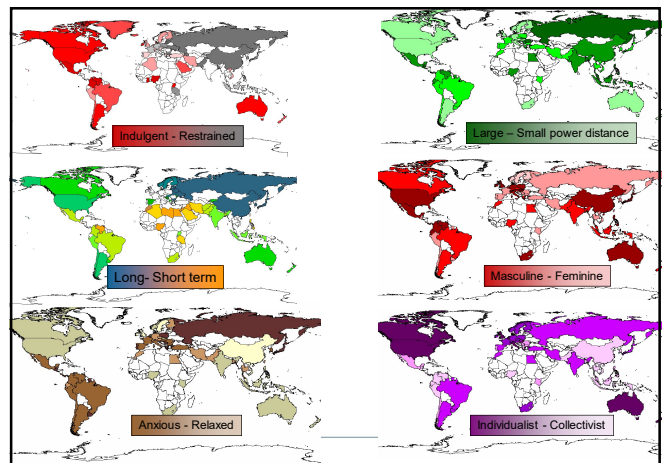
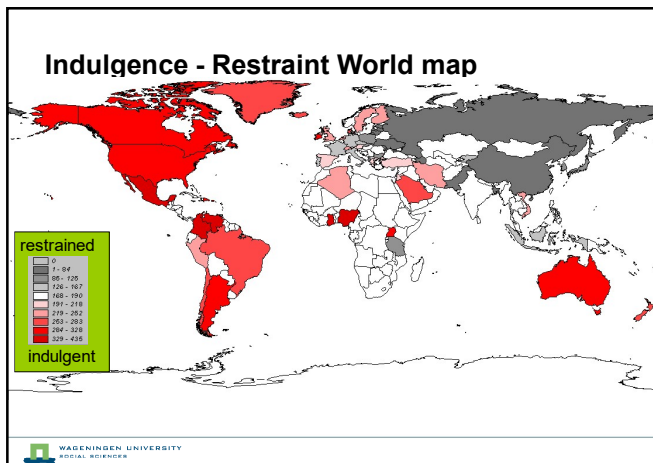
SOURCE: EMS and Euromonitor, 1997. (See Appendix B)



Stella Artois. About as sophisticated as a beer can get.

WAGeningen UNIVERSITY SOCIAL SCIENCES





Leider	-	volgeling
1. Onverstoorbare optimist	?	...
2. Benaderbare gids	?	...
3. Betrokken coach	?	...
4. Lieve moeder	?	Behoeftig kind
5. Beslissende vader	?	Gehoorzaam kind
6. Creatieveling	?	Zelfstandig individu
7. Dappere vechter	?	Krijger

Wie zou je willen zijn?
Onder wie zou je willen werken?

WAGENINGEN UNIVERSITY
SOCIAL SCIENCES

Geert Jan HOFSTEDE

- 27 -

Diversiteit in groepen

WAGENINGEN UNIVERSITY
SOCIAL SCIENCES

Geert Jan HOFSTEDE

- 28 -

Conclusie: Wat kun je veranderen?

- **Niet:**
 - ...basisdrijfveren
 - ...persoonlijkheden
 - ...culturen (⇒ instituties)
- **Wel:**
 - ...interculturele competentie
 - ...relaties
 - ...saamhorigheid

WAGENINGEN UNIVERSITY
SOCIAL SCIENCES

Geert Jan HOFSTEDE

- 29 -

Bibliography

- (1980, 2001) *Culture's Consequences*. Sage. Geert's 'Bible'.
- (1991; 2005, 2010) *Cultures and Organizations*. McGraw Hill (Contact). Popular book with background. With Gert Jan, and Michael Minkov. In NI: "Allemaal andersdenkenden"
- (2002) *Exploring Culture*. Intercultural Press. Gert Jan H., Paul Pedersen and Geert H. 'Getting started'. In NI: "Werken met cultuurverschillen"
- www.gertjanhofstede.com
- www.geert-hofstede.com
- www.geerthofstede.com

WAGENINGEN UNIVERSITY
SOCIAL SCIENCES

Geert Jan HOFSTEDE

- 30 -