## American (U.S.) Management

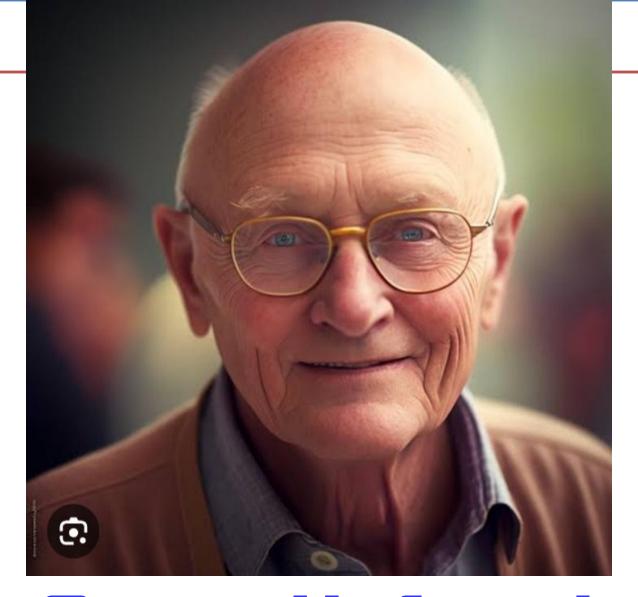
#### American (U.S.) Management

Every day an American banker working in Paris gets requests from French firms looking for Frenchmen "with experience in an American corporation." The manager of a German steel mill hires only staff personnel "having been trained with an American firm." The British Marketing Council sends 50 British executives to spend a year at the Harvard Business School—and the British government foots the bill. For European firms, so conservative and jealous of their independence, there is one common denominator: American methods.

—J.-J. Servan-Schreiber (1969, p. 35)

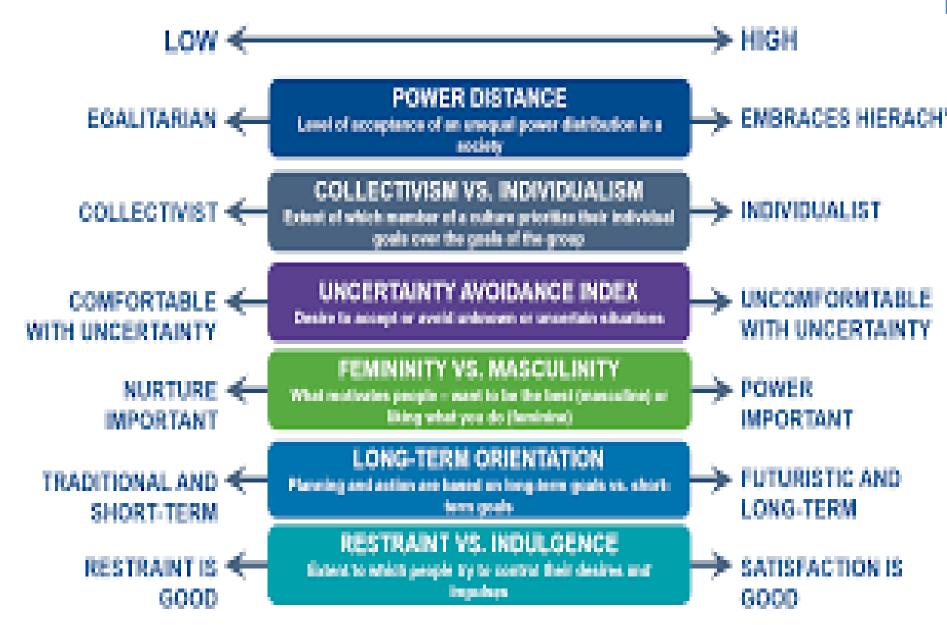
### Sociocultural Tendencies in U.S. Society

# Hofstede's Cultural Dimensions



### Geert Hofstede

**Power Distance** Index (PDI) Indulgence vs. Individualism Restraint vs. Collectivism (IDV) (IND) Hofstede's Cultural **Dimensions Theory** Long-term Uncertainty Orientation vs. Avoidance Short-term Index Orientation (UAI) (LTO) Masculinity vs. Femininity (MAS)



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Equality	Power	distance	Inequality
Risk tolerant	Uncertainty	y avoidance	Risk intolerant
Collectivistic	Individ	lualism	Individualistic
Collaboration & cooperation	Feminity/n	nasculinity	Power & competitiveness
Tradition & short term	Time per	rspective	Future & long term
Normative repression	Restraint vs	indulgence	Free satisfaction

#### Hofstede's Cultural Variables

- Low power distance
- □Very high individualism
- Moderate to high masculine-associated values (aggressiveness, assertiveness, competitiveness)
- Low uncertainty avoidance (i.e., high tolerance of risk and change)
- □Short-term time orientation