

American (U.S.) Management

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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



LOW ← → HIGH

EGALITARIAN ←

POWER DISTANCE

Level of acceptance of an unequal power distribution in a society

→ EMBRACES HIERARCHY

COLLECTIVIST ←

COLLECTIVISM VS. INDIVIDUALISM

Extent to which members of a culture prioritize their individual goals over the goals of the group

→ INDIVIDUALIST

COMFORTABLE
WITH UNCERTAINTY ←

UNCERTAINTY AVOIDANCE INDEX

Desire to accept or avoid unknown or uncertain situations

→ UNCOMFORTABLE
WITH UNCERTAINTY

NURTURE
IMPORTANT ←

FEMININITY VS. MASCULINITY

What motivates people = want to be the best (masculine) or liking what you do (feminine)

→ POWER
IMPORTANT

TRADITIONAL AND
SHORT-TERM ←

LONG-TERM ORIENTATION

Planning and action are based on long-term goals vs. short-term goals

→ FUTURISTIC AND
LONG-TERM

RESTRAINT IS
GOOD ←

RESTRAINT VS. INDULGENCE

Extent to which people try to control their desires and impulses

→ SATISFACTION IS
GOOD

—

+

Equality

Power distance

Inequality

Risk tolerant

Uncertainty avoidance

Risk intolerant

Collectivistic

Individualism

Individualistic

Collaboration &
cooperation

Feminity/masculinity

Power &
competitiveness

Tradition & short
term

Time perspective

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