

Geert Hofstede (1928), Dutch **social psychologist**, researches **cross-cultural** groups and organizations. He developed the **Cultural Dimensions Theory**, which uses these 6 aspects: Power Distance, Individualism, Masculinity, Uncertainty avoidance, Pragmatism and Indulgence.

What about the Czech Republic?

Power Distance / (Proximity)

To what extent do we (the less powerful members of institutions and organisations) expect and accept that power is distributed unequally? The Czech Republic has a relatively high score (57) and is a hierarchical society. People accept a hierarchical order where everyone has a place and no justification is needed. Organisations have inherent inequalities, centralisation is popular, subordinates expect to be told what to do and the ideal boss is a “benevolent autocrat.”

Individualism / (Collectivism)

How much interdependence within the members of the society? Are people’s self-image defined by “I” or “We”? In Individualist societies people look after themselves and their direct family. In Collectivist societies, people belong to ‘groups’ that take care of them in exchange for loyalty.

The Czech Republic is an Individualistic society (58) with preference for a loosely-knit social framework and taking care of yourself. Hiring and promotion decisions are based on merit rather than connections. Management is about individuals, rather than groups.

Masculinity / (Femininity)

A high score indicates a Masculine society driven by competition, achievement and success (winning, being best), starting in the school system.

A low score indicates a Feminine society concerned with caring for others and quality of life.

The Czech Republic is a masculine society (57), where they “live in order to work”; managers are expected to be decisive and assertive; emphasis is on equity, competition and performance; conflicts are resolved by fighting them out.

Uncertainty avoidance (control) / (uncertainty acceptance)

How much do we mind that the future is uncertain? Do we try to **control** the future or **just let it happen**? *How threatened are people of the society threatened by unclear or unknown situations? Have they created beliefs and institutions that try to avoid uncertainty?*

In the Czech Republic people prefer to avoid uncertainty or be in control (74). They maintain rigid codes of belief and behaviour and are **intolerant** of unorthodox behaviour and ideas. They need rules (even if the rules don’t work). People prefer to feel busy and work hard; precision and punctuality are the norm; innovation may be resisted, security is an important.

Pragmatism / (normative orientation)

How do we deal with the unexplained? In societies with a normative orientation (how things should be), they need to explain everything. In societies with a pragmatic orientation they

believe that it is impossible to understand the complexity of life. The challenge is not to know the truth but to live a virtuous life.

Czech culture is pragmatic (70); the truth depends on situation, context and time. They can adapt traditions easily to changed conditions. There is a strong desire to save and invest (thriftiness) and persevere to achieve results.

Indulgence / (Restraint)

How much do people try to control their desires and impulses, based on the way they were raised as children? **Weak control** is called “indulgence” and **strong control** is called “restraint”.

Czechs are not indulgent (29) and tend to cynicism and pessimism. They do not emphasise leisure time and the gratification of desires. People are restrained by social norms and indulging is seen as wrong.

The Hofstede Centre
Country Comparison using the
6D Cultural Dimensions Model
<http://geert-hofstede.com/countries.html>