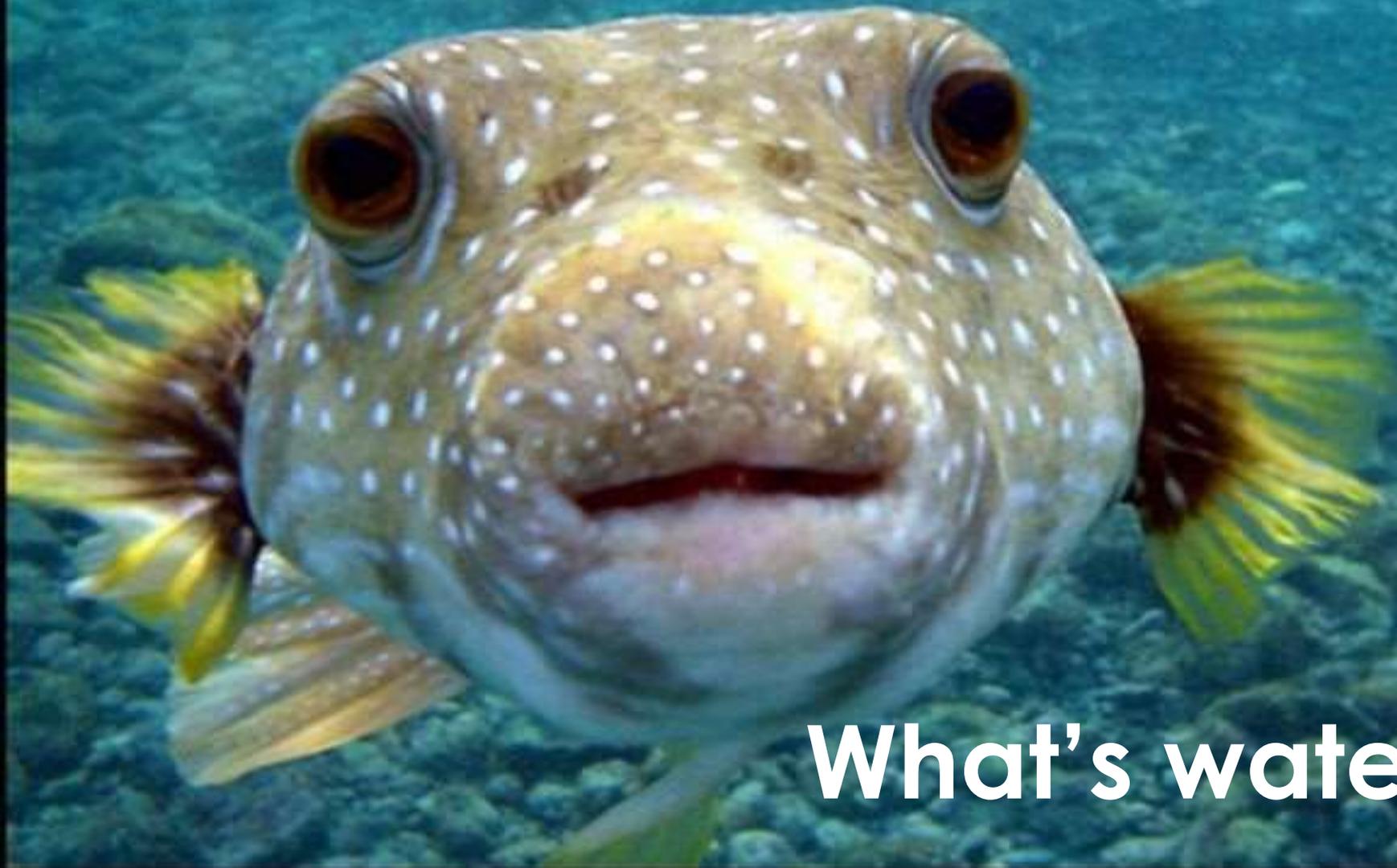


Cultural Values

phil wood

what is
culture?

Hello Mr Fish. Tell me, how does the water feel today?



What's water?

Culture is the sum of the values, rituals, symbols, beliefs, and thought processes that are learned, shared by a group of people, and transmitted from generation to generation.

Geert Hofstede

*Culture is the way in
which a group of
people solves problems
and reconciles
dilemmas*

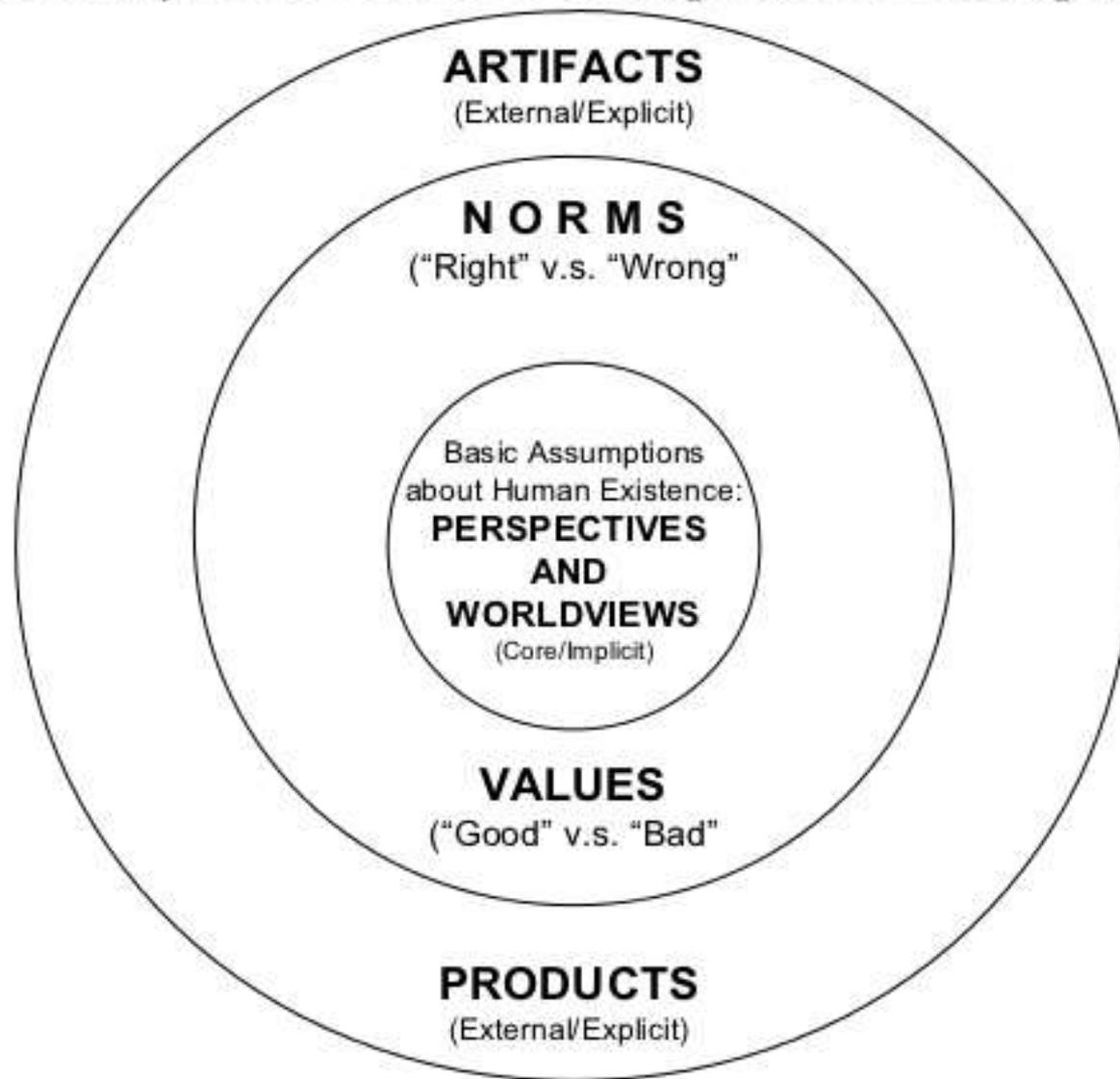
Geert Hofstede

Social interaction presupposes common ways of exchanging and interpreting information – a connected system of meaning and mutual expectations.

Fons Trompenaars &
Charles Hampden

CULTURE:

Three Layers of Culture (Trompenaars & Hampden)



VALUES and NORMS

1. Waiting in a queue rather than simply pushing to the front. NORM
2. Holding the door open for someone. NORM
3. The idea that it is wrong to kill another person. VALUE
4. Boys wearing trousers and not skirts. NORM
5. The belief that it is wrong to take other people's property. VALUE
6. Using a knife and fork to eat with. NORM
7. Good manners, for example, saying thank you for something. NORM & VALUE

Would you tell a lie?

Would it matter WHO you told
it to and WHY?



You are riding in a car driven by a close friend, and he hits a pedestrian.

You know he was going at least 75 kph in an area of the city where the maximum is 50 kph.

His lawyer says that if you testify under oath that his speed was only 50 kph, it may save your friend from serious consequences.

There are no other witnesses.



What right does your friend have to expect you to protect him?

- As a friend he has a **definite right** to expect me to testify that he was only going 30mph (50 km/hour).
- As a friend he has **some right** to expect me to testify that he was only going 30mph (50 km/hour).
- As a friend he has **no right** to expect me to testify that he was only going 30mph (50 km/hour). How did you answer ?

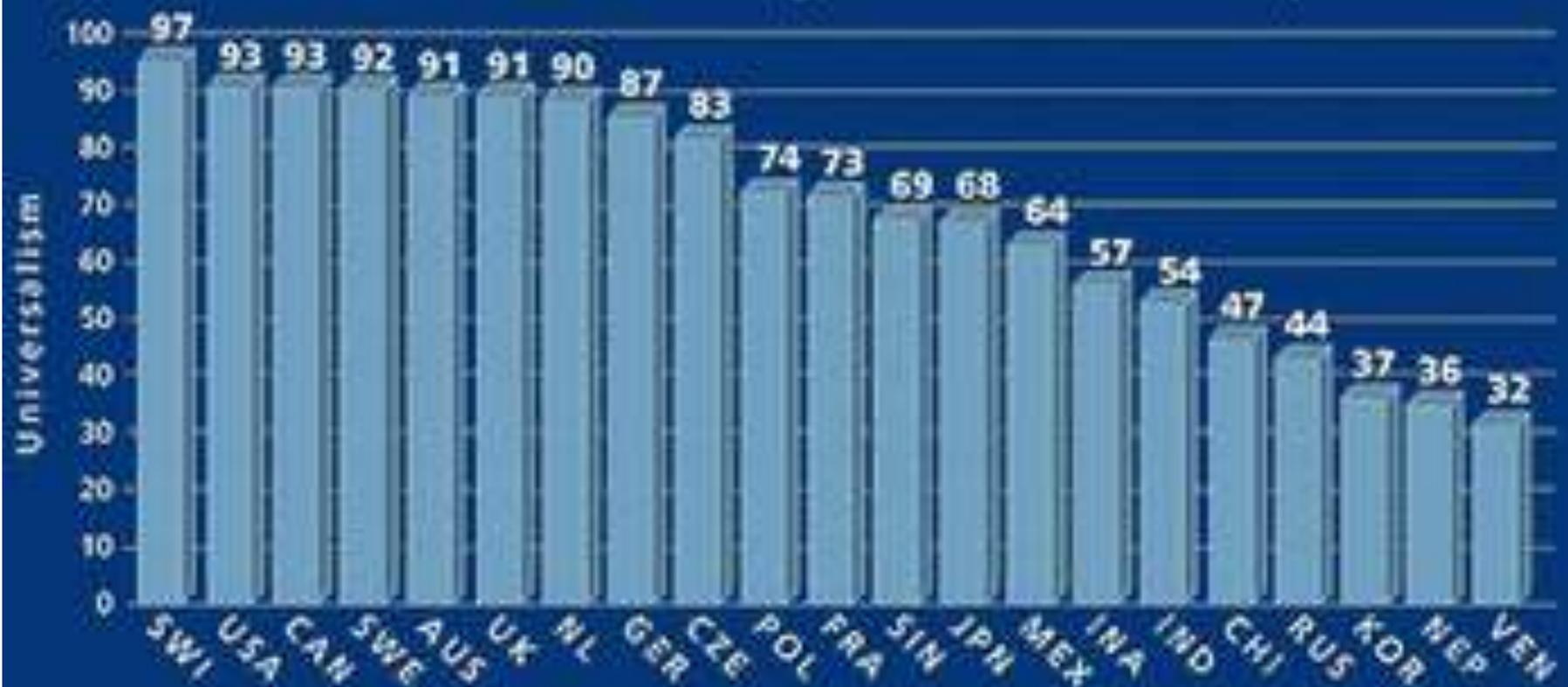
This question is an example of a dilemma. You are forced to choose between two seemingly opposing values.

- concern for the law (you wouldn't protect your friend)
- concern for the relationship you have with your friend - where it may be more important than some abstract legal principle

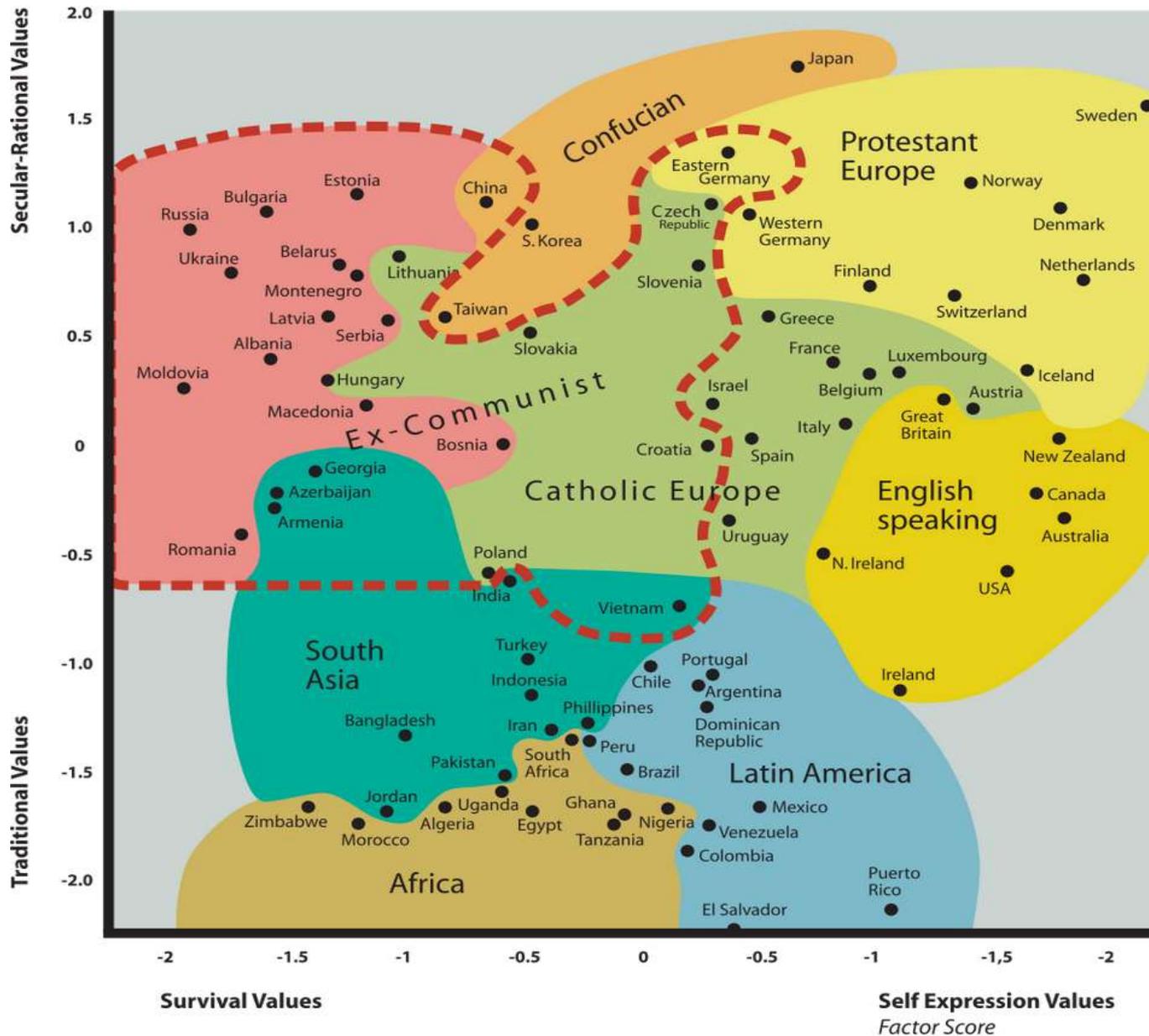
UNIVERSALISM versus PARTICULARISM

Universalism versus Particularism

friend has no/some right and would not help



Inglehart–Welzel Cultural Map – World Values Survey



Traditional values religion, parent-child ties, deference to authority and traditional family values.

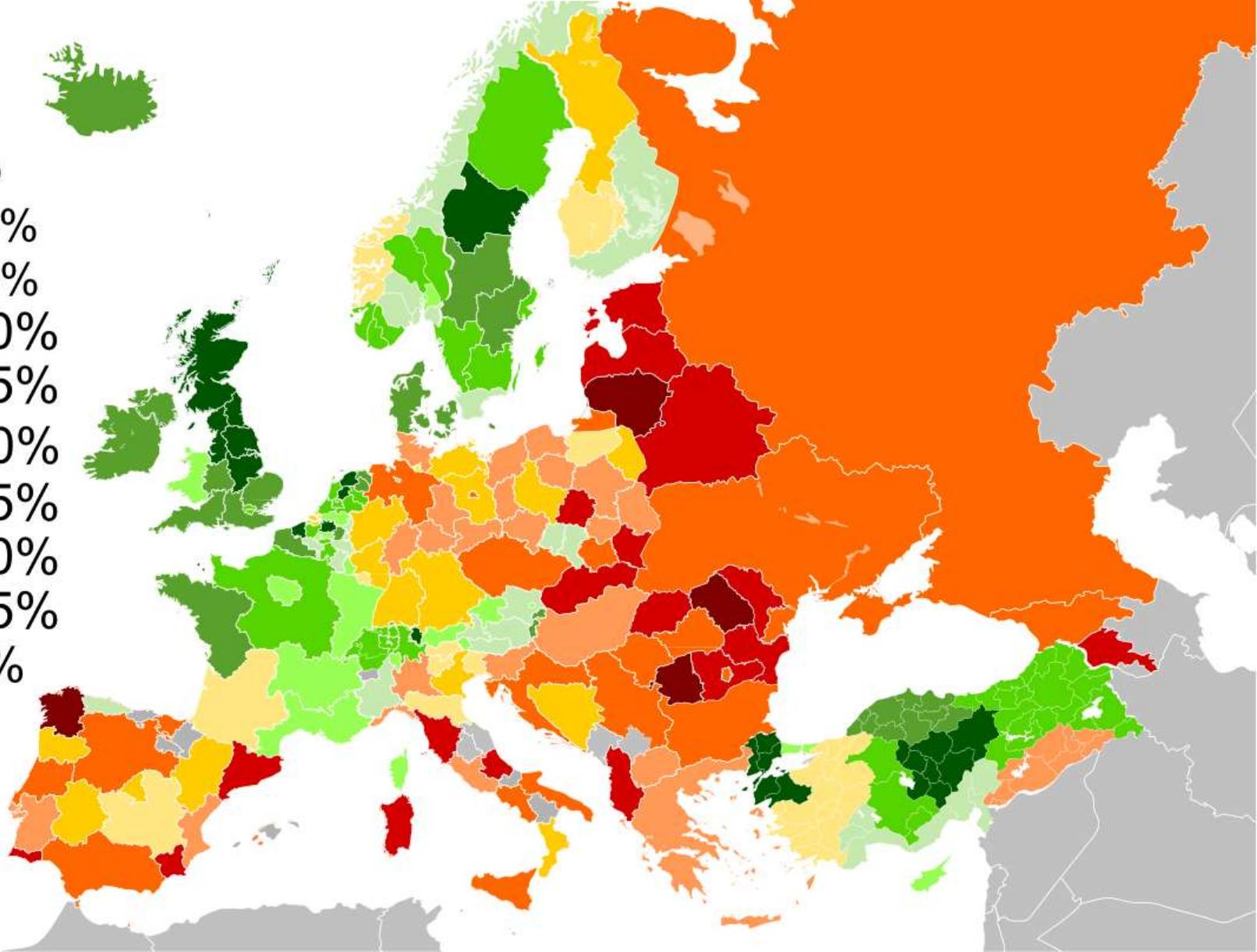
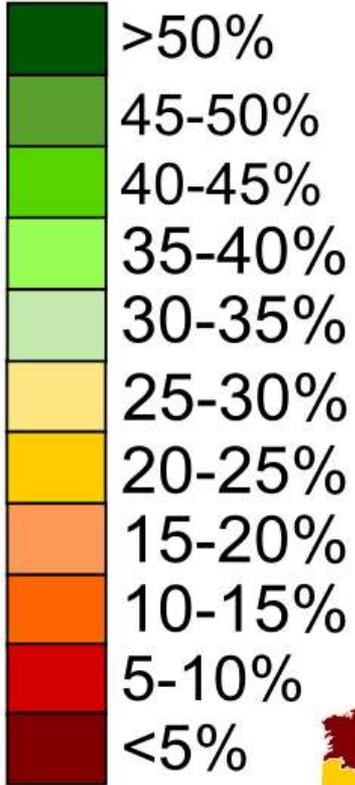
Secular-rational values have the opposite preferences to the traditional values.

Survival values economic and physical security, linked with a relatively ethnocentric outlook and low levels of trust and tolerance.

Self-expression values environmental protection, tolerance of foreigners, gays and lesbians and gender equality, & participation in decision-making in economic and political life

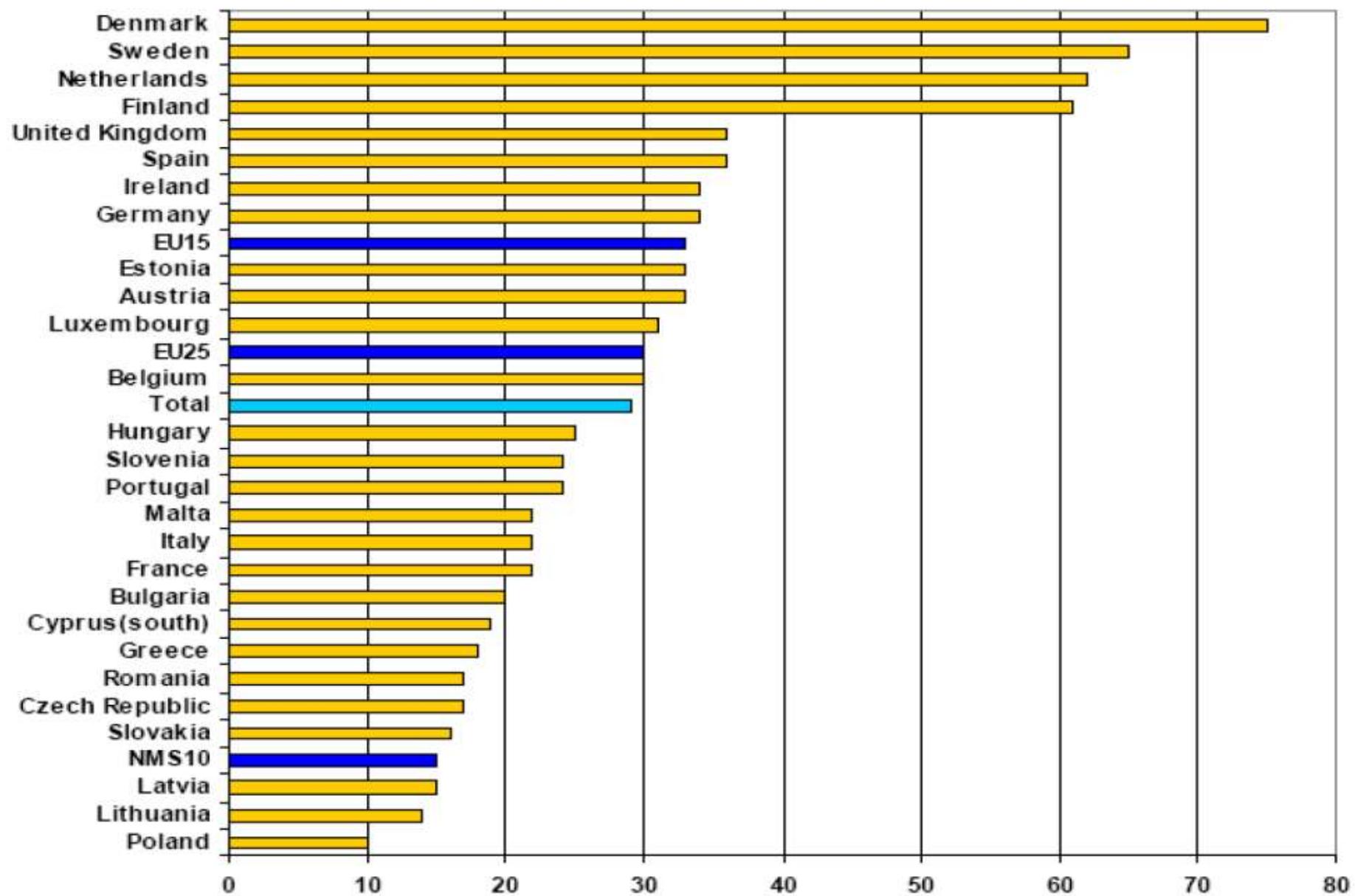
HOW HAPPY ARE YOU?

World Values Survey (2008)



“Would you say that most people can be trusted?”

(Eurobarometer (2005))



THE HOFSTEDE CENTRE

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THE HOFSTEDE CENTRE

CULTURAL TOOLS

COUNTRY COMPARISON

CULTURAL SURVEY

CULTURE & STRATEGY

OCS LIGHT

NATIONAL CULTURE

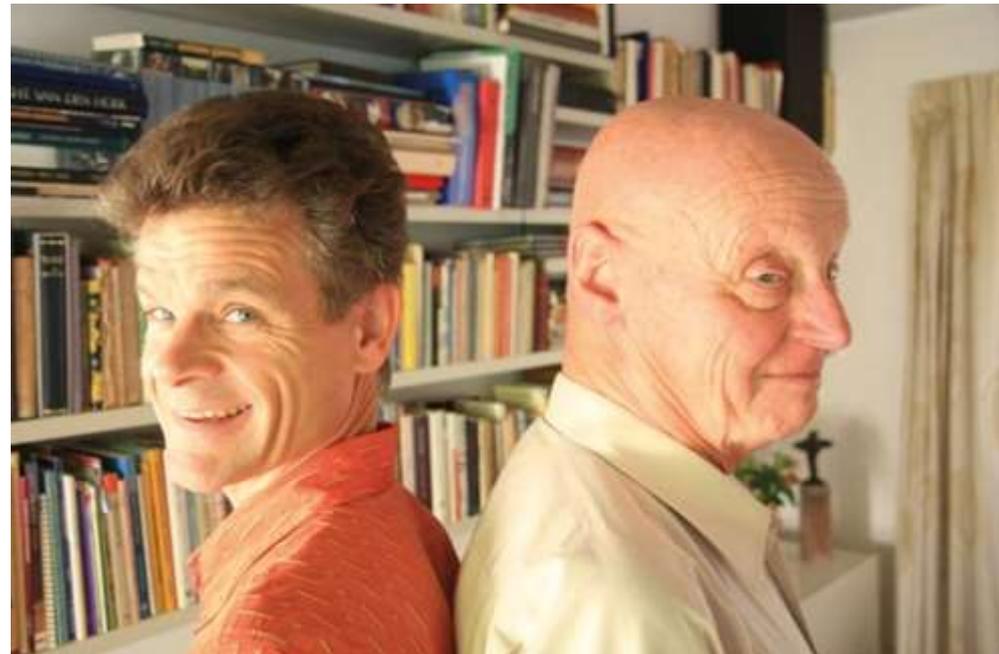
ORGANISATIONAL CULTURE

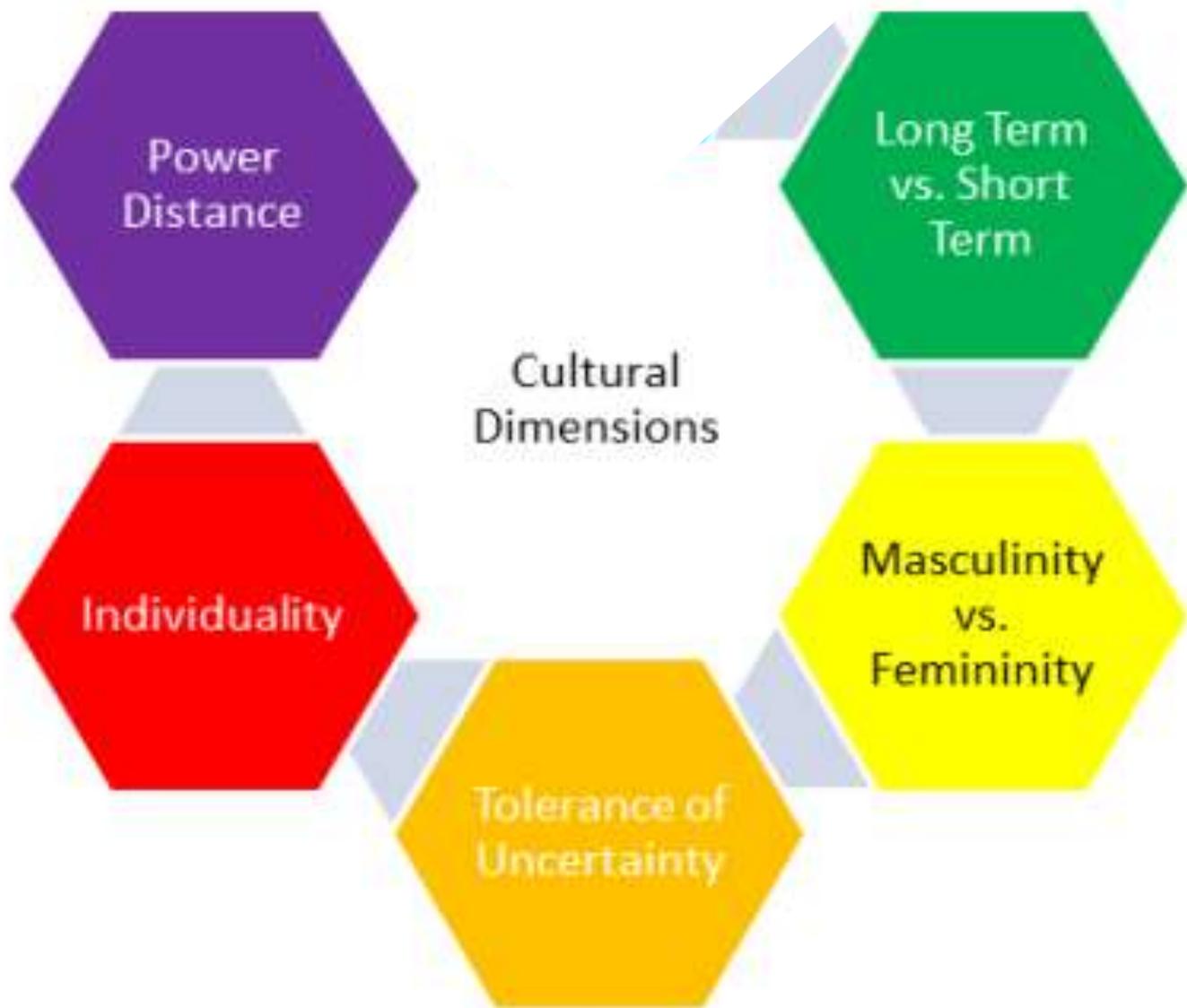
PUBLICATIONS

Select a Country ▼

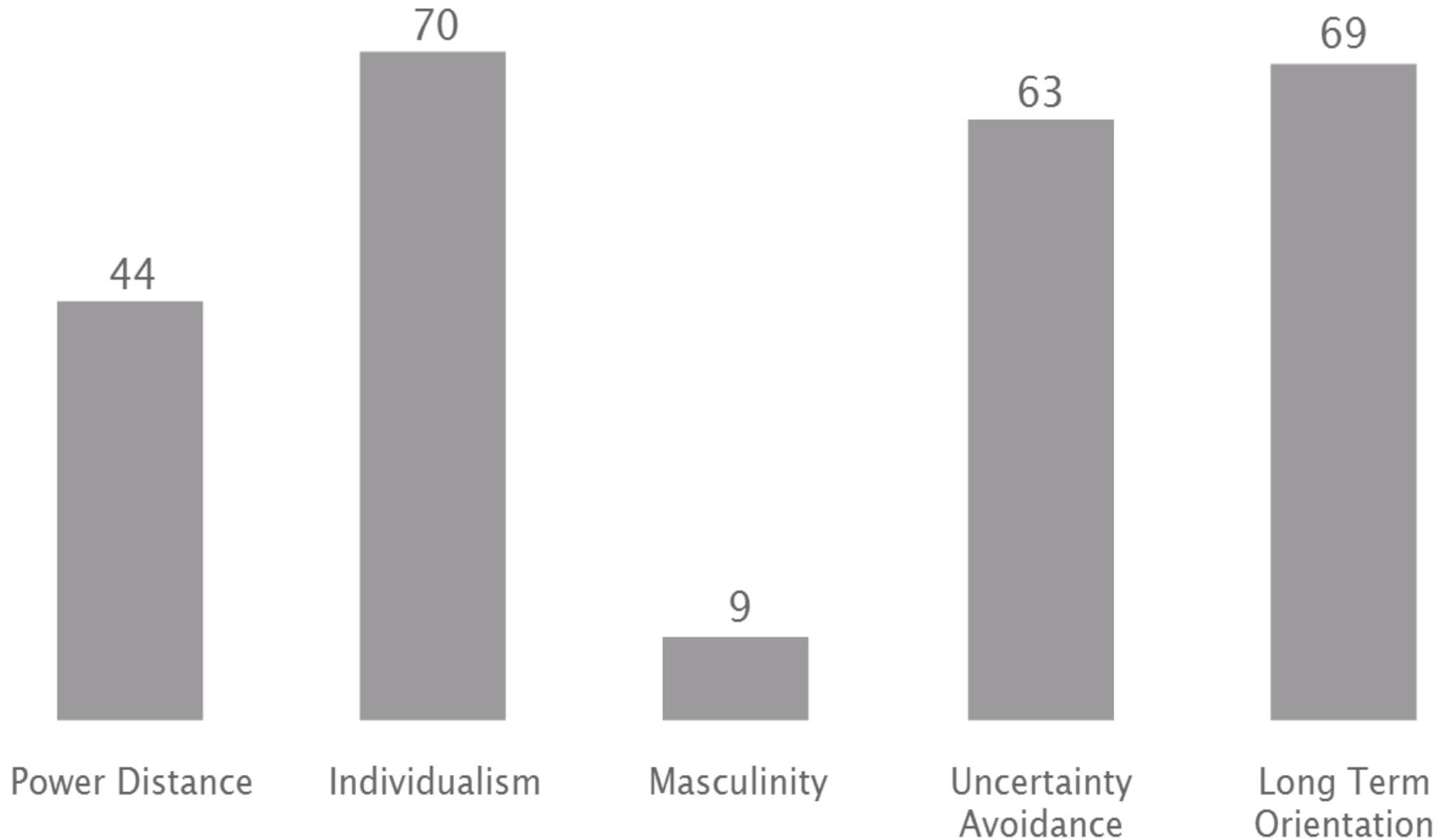
Please select a country in the dropdown menu above to see the values for the 6 dimensions. After a first country has been selected, a second and even a third country can be chosen to be able to see a comparison of their scores. To compare your personal preferences to the scores of a country of your choice, please purchase our cultural survey tool, the [Culture Compass™](#).

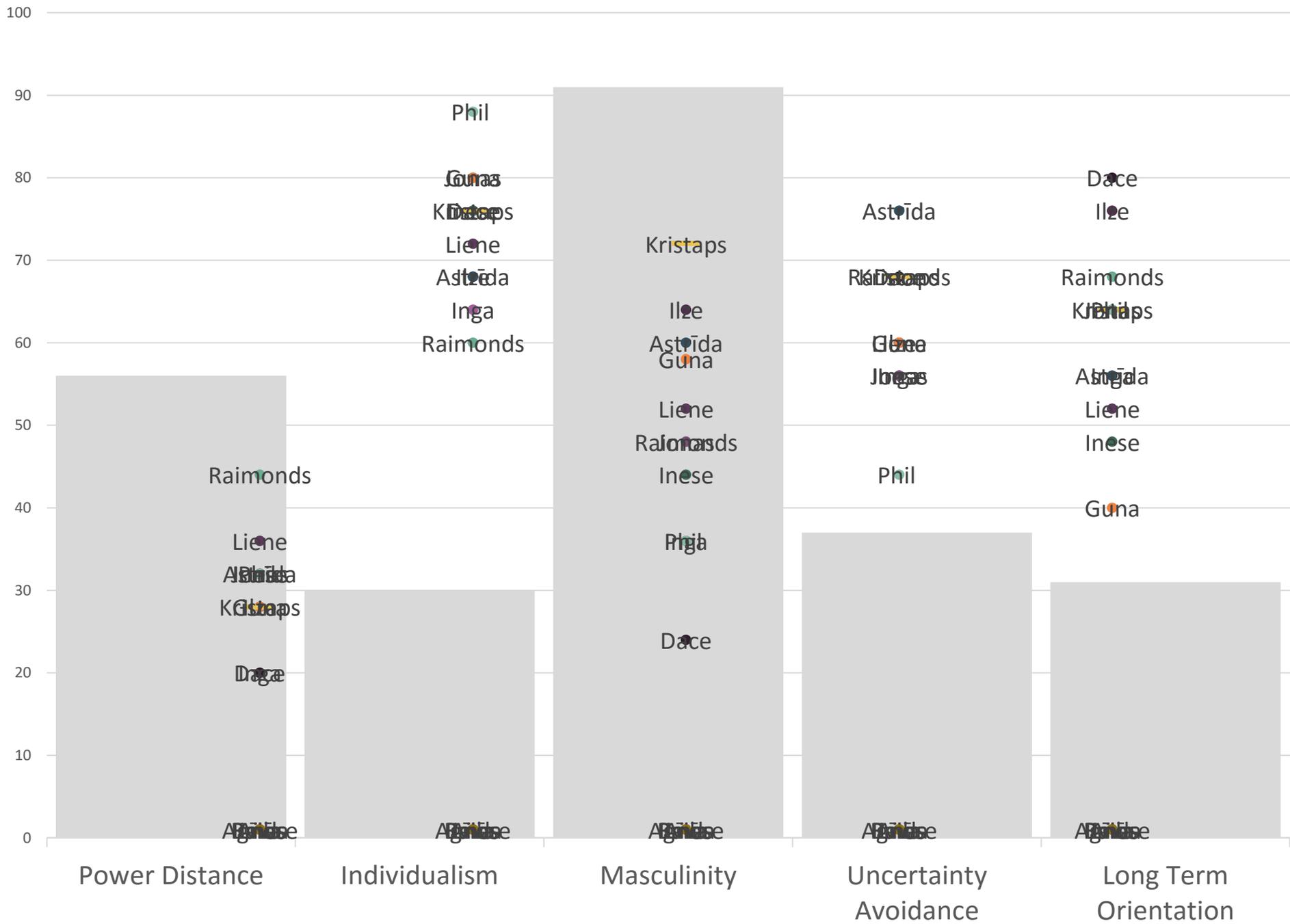
Gert &
Geert
Hofstede





What does Hofstede say about Latvia?





POWER DISTANCE

Do you accept that life is unfair and there will always be inequality?



Power distance

The extent to which the less powerful members of institutions and organisations expect and accept that power is distributed unequally.

- Low score (44) means Latvians prefer equality and decentralisation of power
- Preference for teamwork and an open management style.
- Control and formal supervision disliked among the young
- Deference to authority and status among the older generation, who knew Soviet dominance
- Scepticism towards power-holders and grand plans
- High score on Individualism accentuates dislike of being told what to do.

INDIVIDUAL or COLLECTIVE

Who is responsible for taking care of you.
Yourself, your family or society?



Individual or Collective

The degree to which people's self-image is defined in terms of "I" or "We". In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to 'in groups' that take care of them in exchange for loyalty.

- Latvia an individualistic country with a high score of 70
- Nuclear family is strong and close family members keep in touch, while respecting each other's space.
- Children taught to take responsibility for their own actions and considered as young adults at early age.
- New generation more focused on their own performance rather than that of the group
- Hesitancy to open up and speak one's mind, Latvians speak plainly without any exaggeration
- Tolerant & don't care much about what other people do as long as it does not annoy them

MASCULINE v FEMININE

Is the world shaped by competitiveness and heroism or by cooperation and compassion?



Masculine or Feminine

A high score (masculine) says society is driven by competition and achievement and success. A low score (feminine) means dominant values are caring for others & quality of life. Standing out from the crowd is not admirable. Are you driven by wanting to be the best (masculine) or liking what you do (feminine)?

- Latvia very feminine country with a score of 9
- Feel awkward about giving and receiving praise
- Modest and keep a low profile in order not to offend anyone.
- Conflicts are usually threatening, because they endanger the wellbeing of everyone
- Tolerant towards the culture of other nations, partly due to their long experience of mixing with others nationalities.

UNCERTAINTY AVOIDANCE

Do you feel uneasy with ambiguity and prefer a strong code of moral behaviour or are you easy-going?



Uncertainty avoidance

The way a society deals with the unpredictability of the future: should we try to control it or just let it happen? The extent to which people feel threatened by the unknown and have created beliefs and institutions that try to avoid this..

- A high score of 63 says Latvia has a high preference for avoiding uncertainty.
- High-scoring cultures favour rigid codes of belief and behaviour and are intolerant of unorthodox behaviour
- There is an emotional need for rules
- Time is money, people have an inner urge to be busy and work hard,
- Precision and punctuality are the norm
- Innovation may be resisted and security is an important element in individual motivation.

LONG-TERM or SHORT-TERM

Should we be guided by traditions or be open to change and take life as it comes? (Normative or Pragmatic)



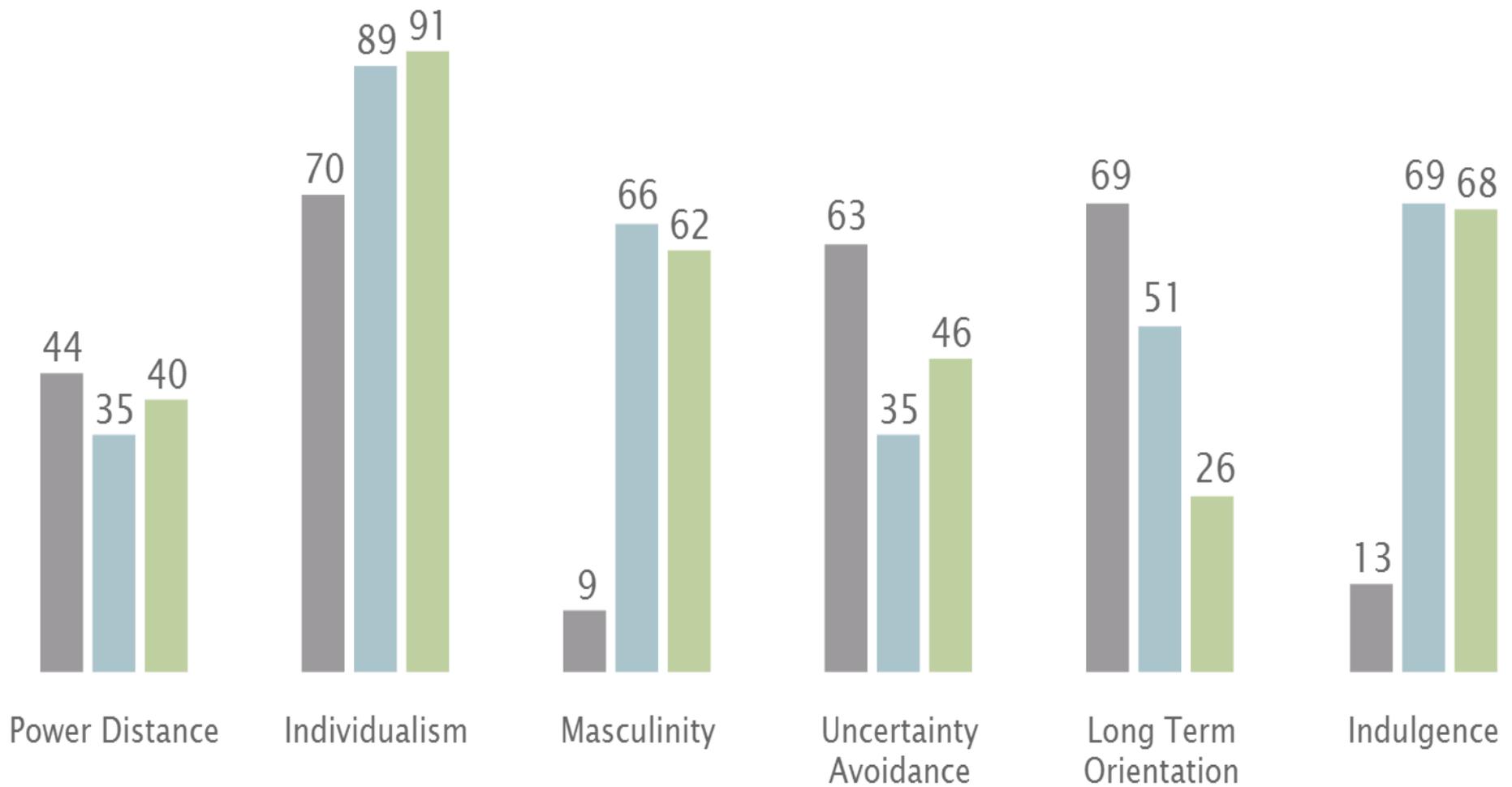
Long-Term or Short-Term Orientation

How a society maintains links with its past while dealing with the challenges of the present and future. Normative societies, who score low, prefer time-honoured traditions while viewing societal change with suspicion. Cultures which scores high take a more pragmatic approach, encouraging thrift and efforts in modern education as a way to prepare for the future.

- Latvia's high score of 69 says it is pragmatic in nature
- In societies with a pragmatic orientation, people believe that truth depends very much on situation, context and time
- They show an ability to adapt traditions easily to changed conditions
- A strong propensity to save and invest, thriftiness, and perseverance in achieving results.

Latvia*

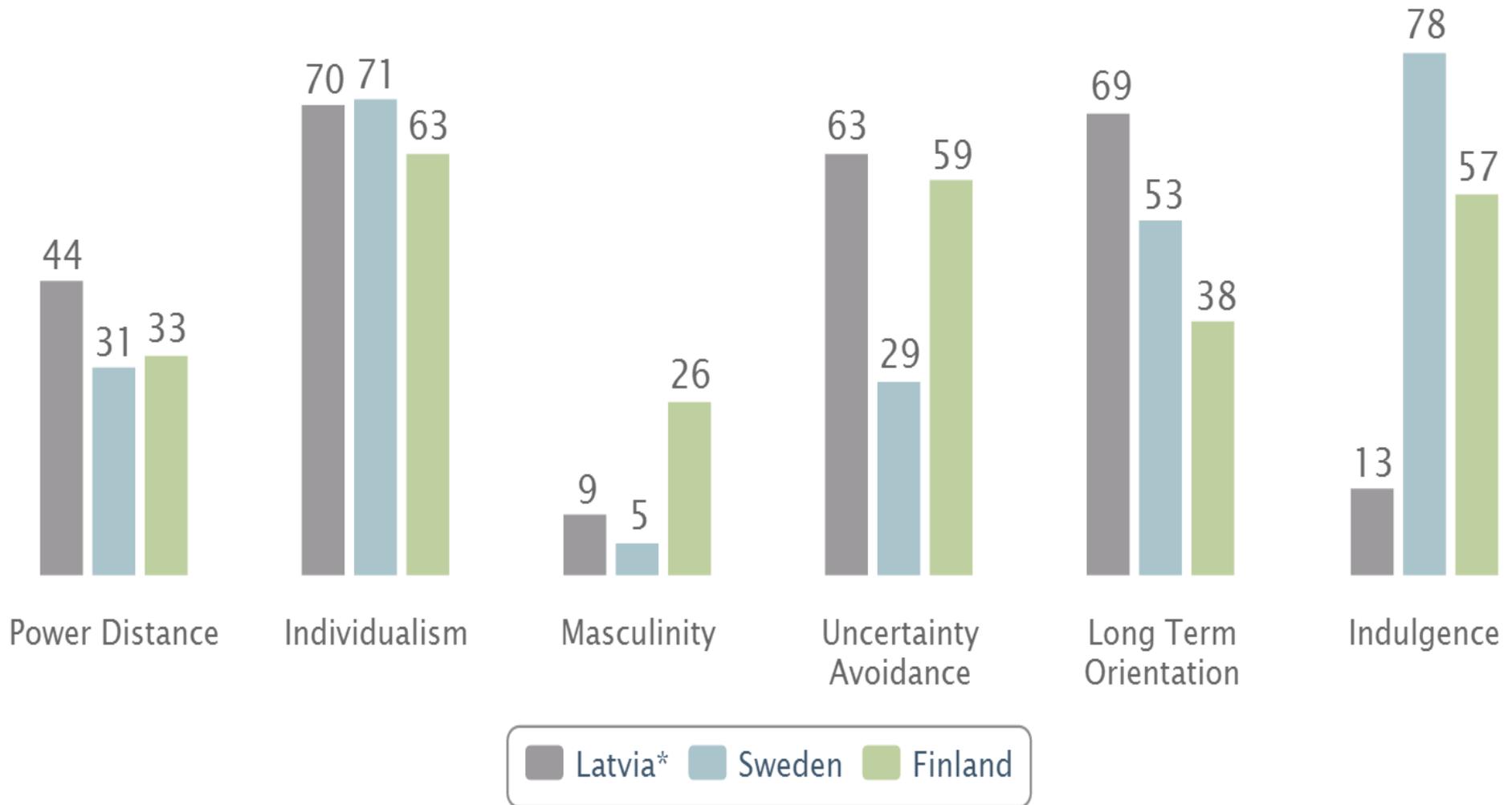
in comparison with United Kingdom and United States



Latvia* United Kingdom United States

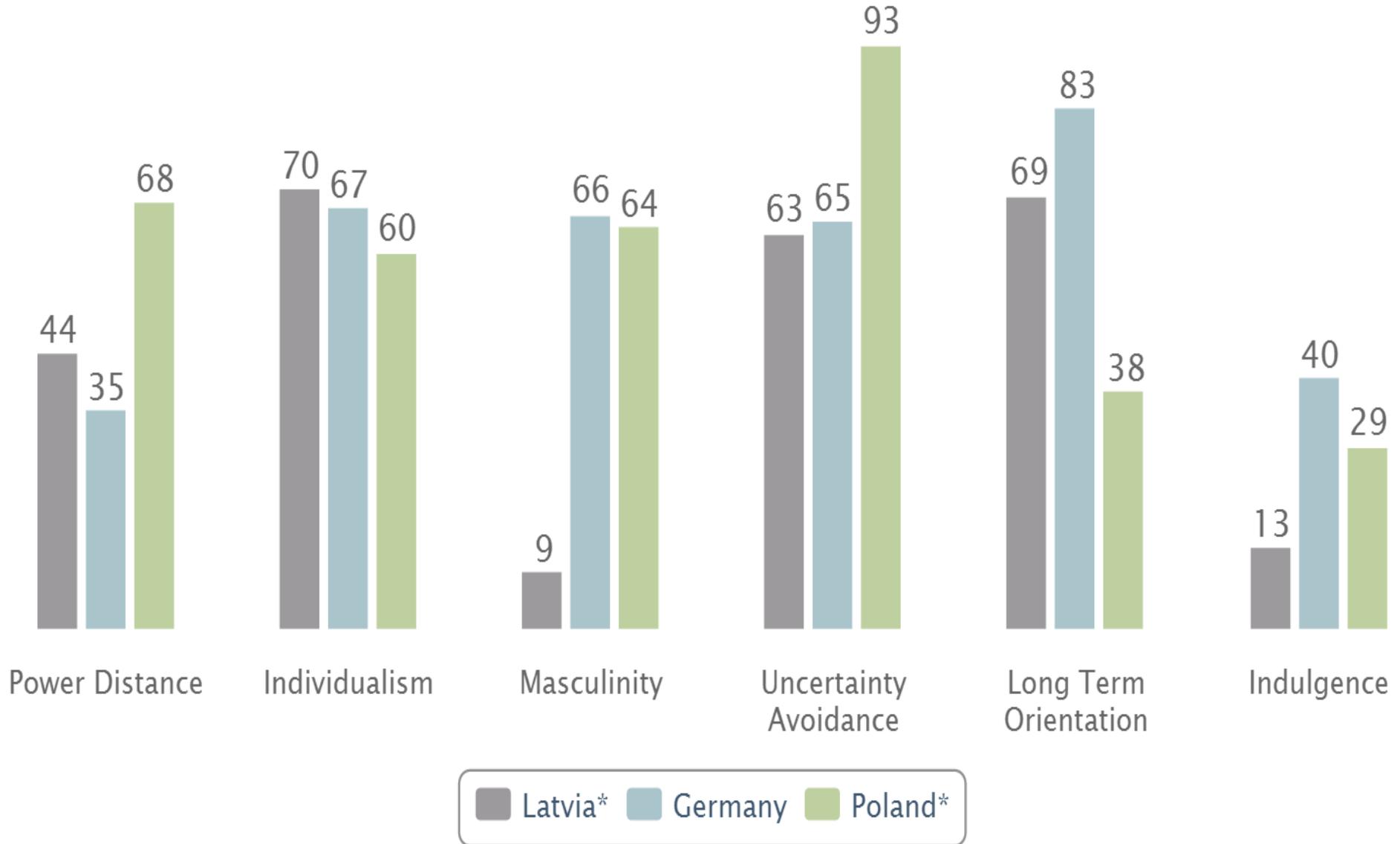
Latvia*

in comparison with Sweden and Finland

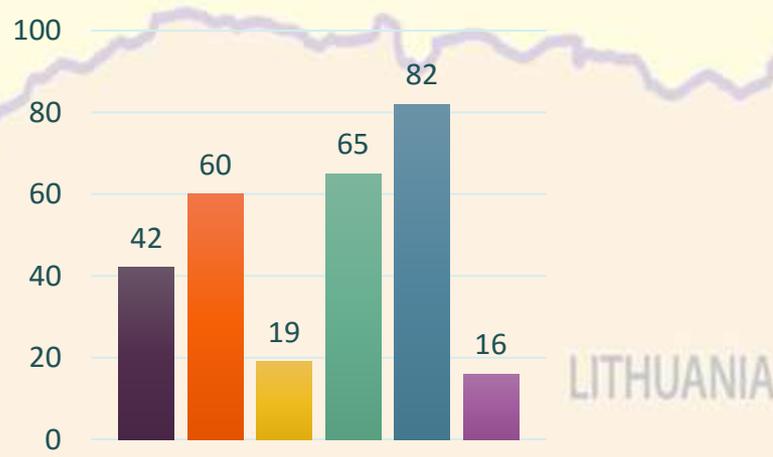
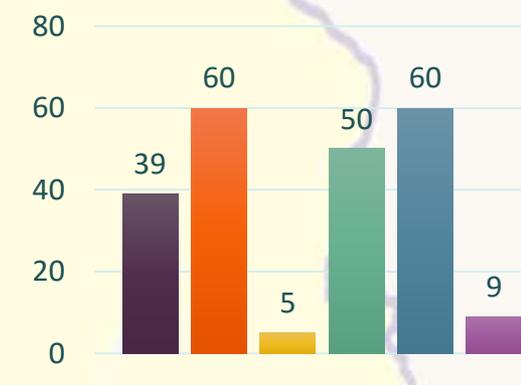
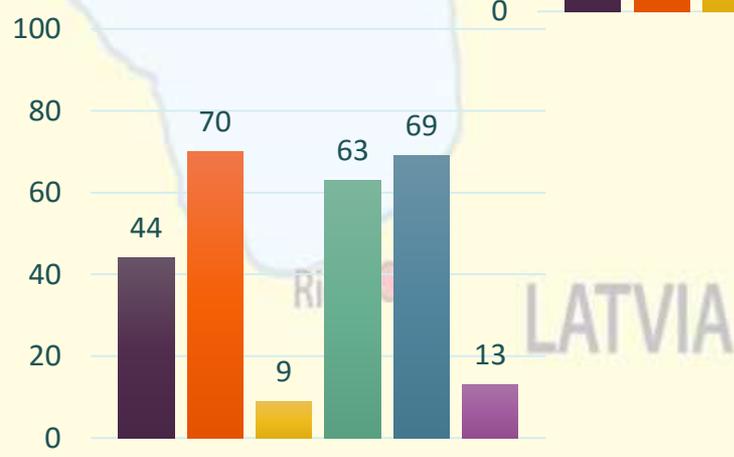
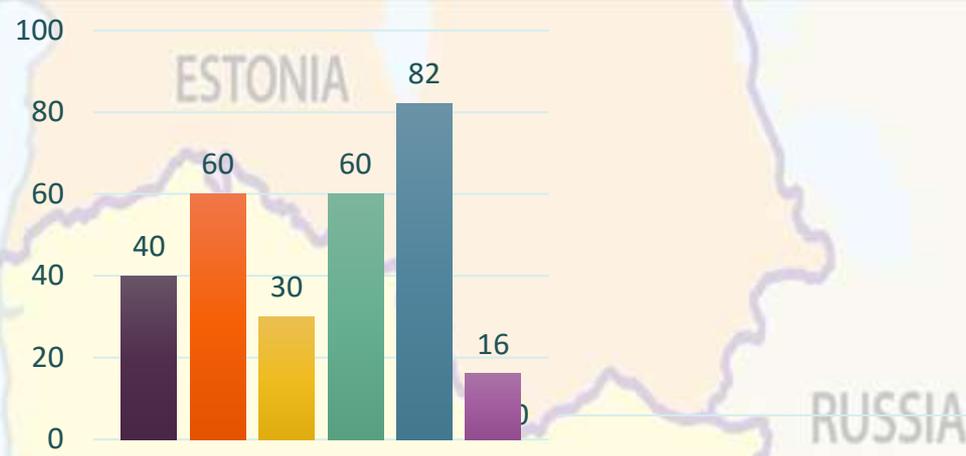


Latvia*

in comparison with Germany and Poland*

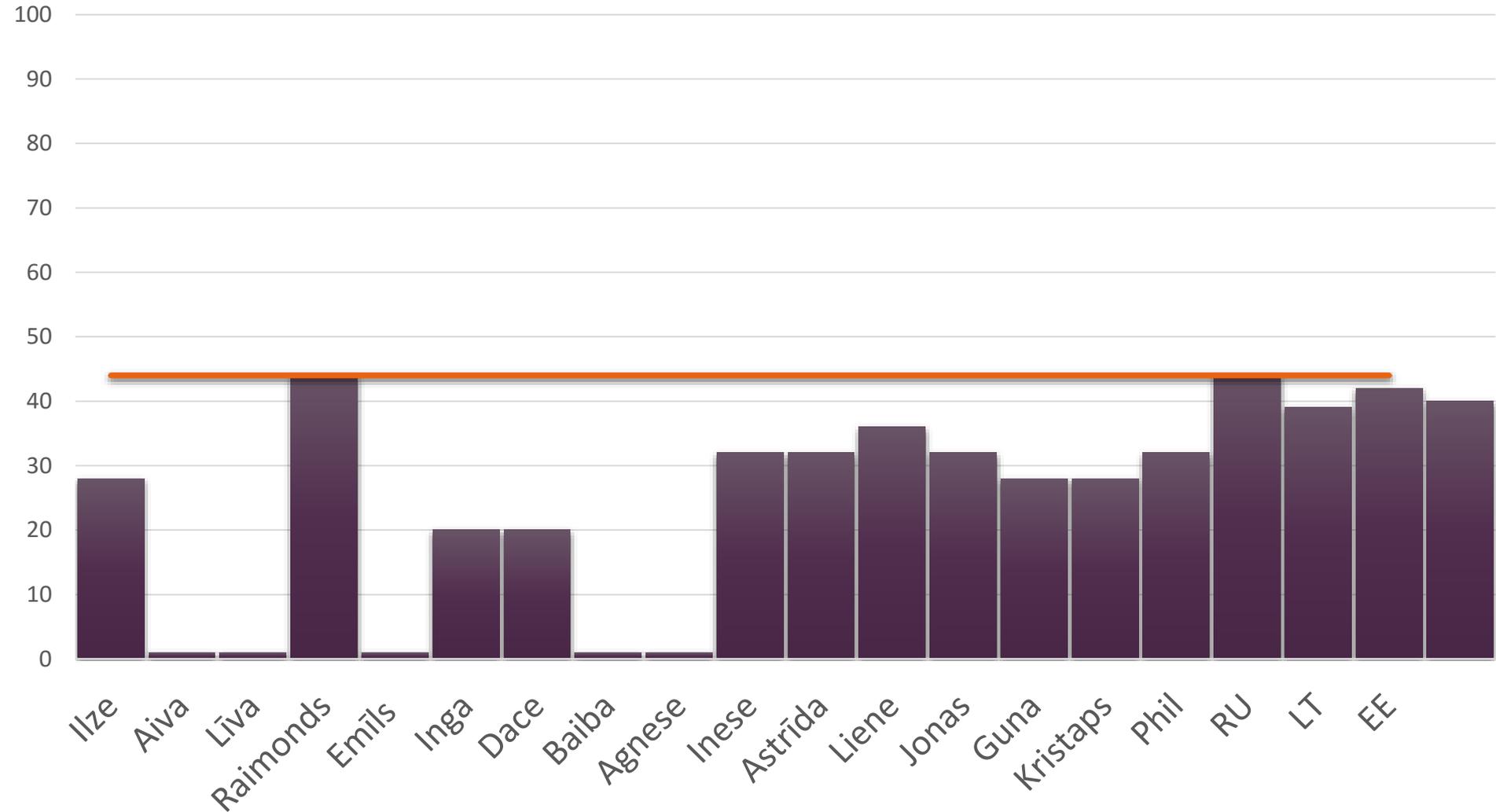


And what
about you?

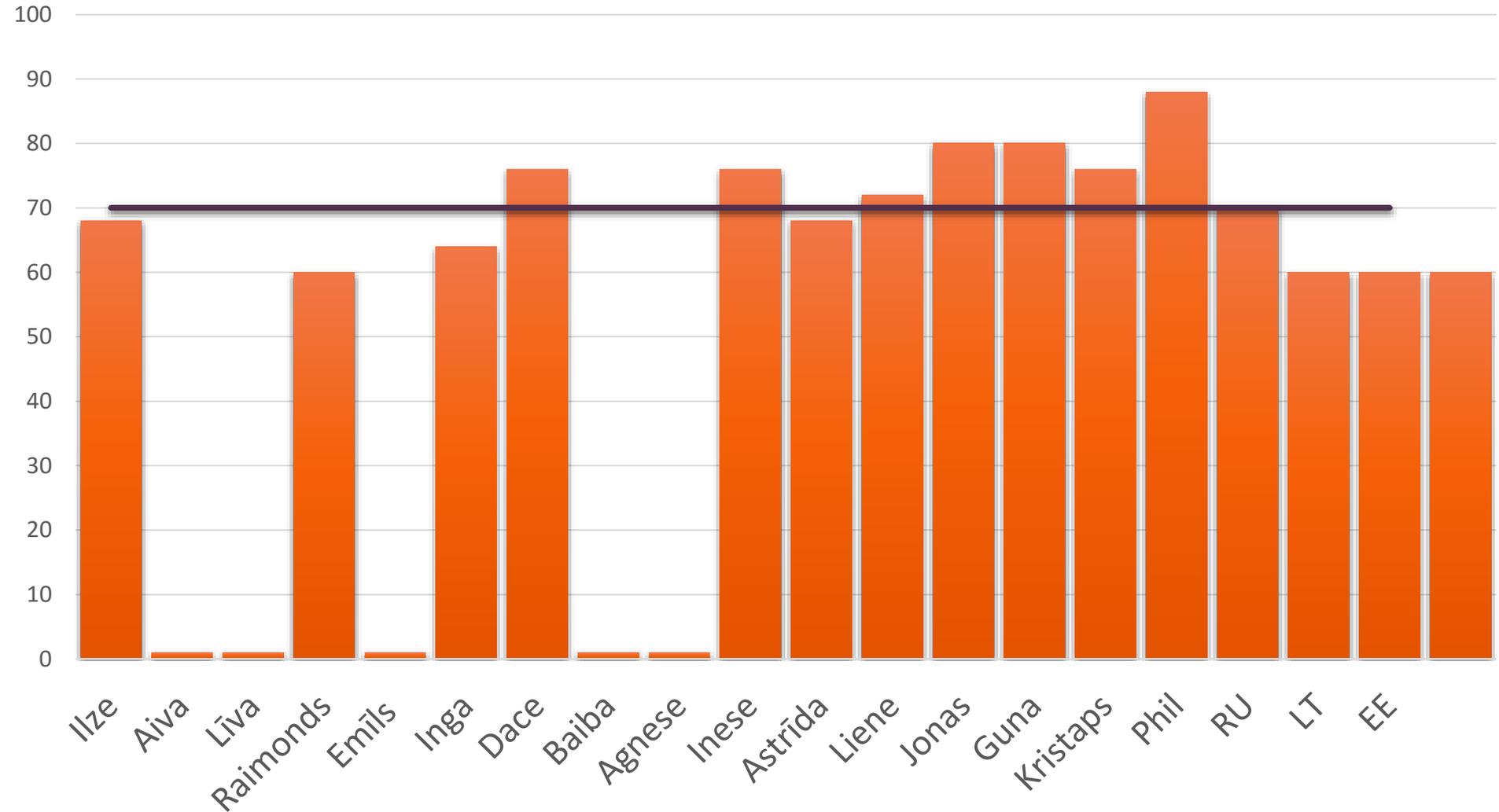


- Power Distance
- Individualism
- Masculinity

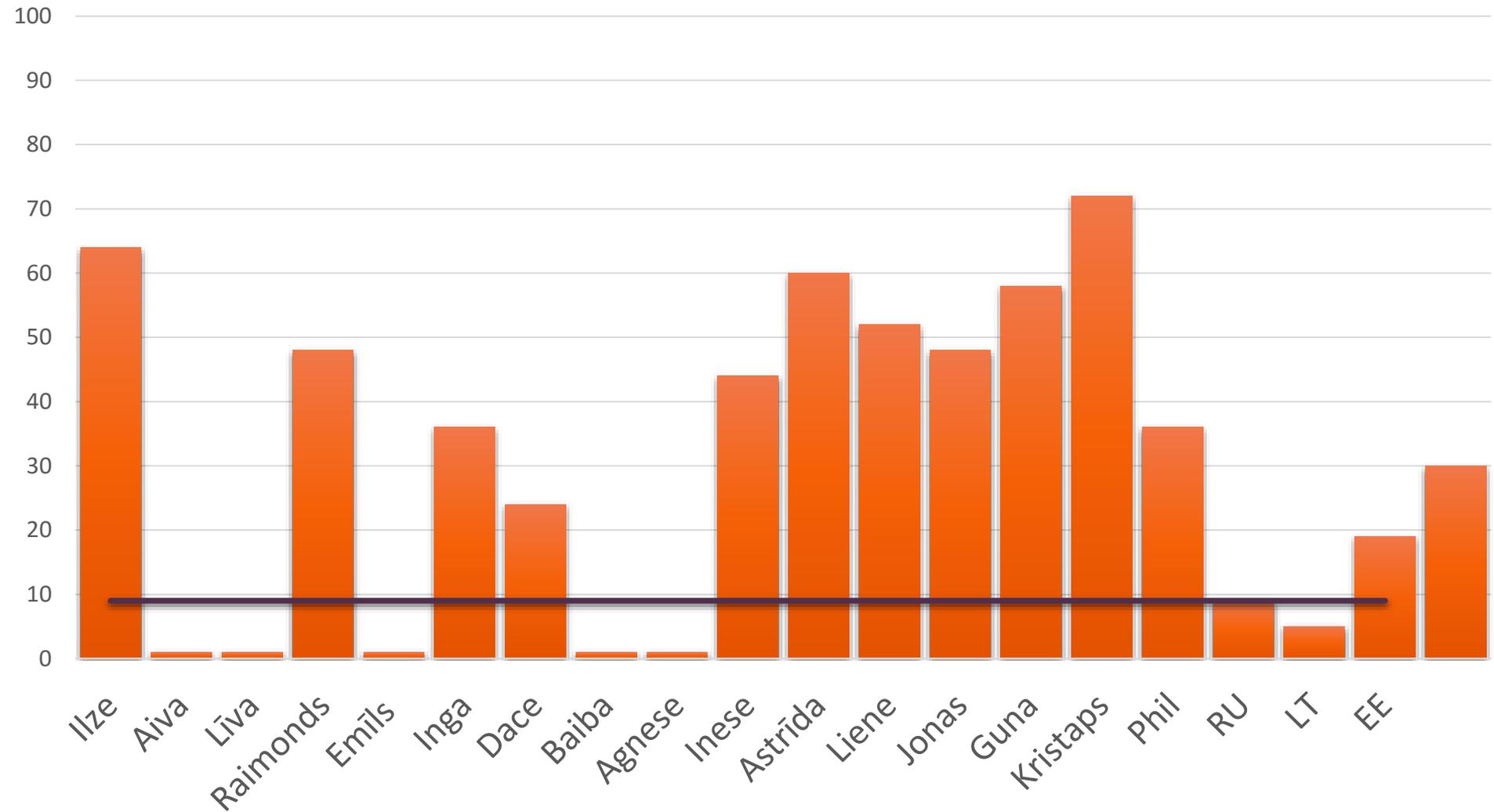
Power Distance



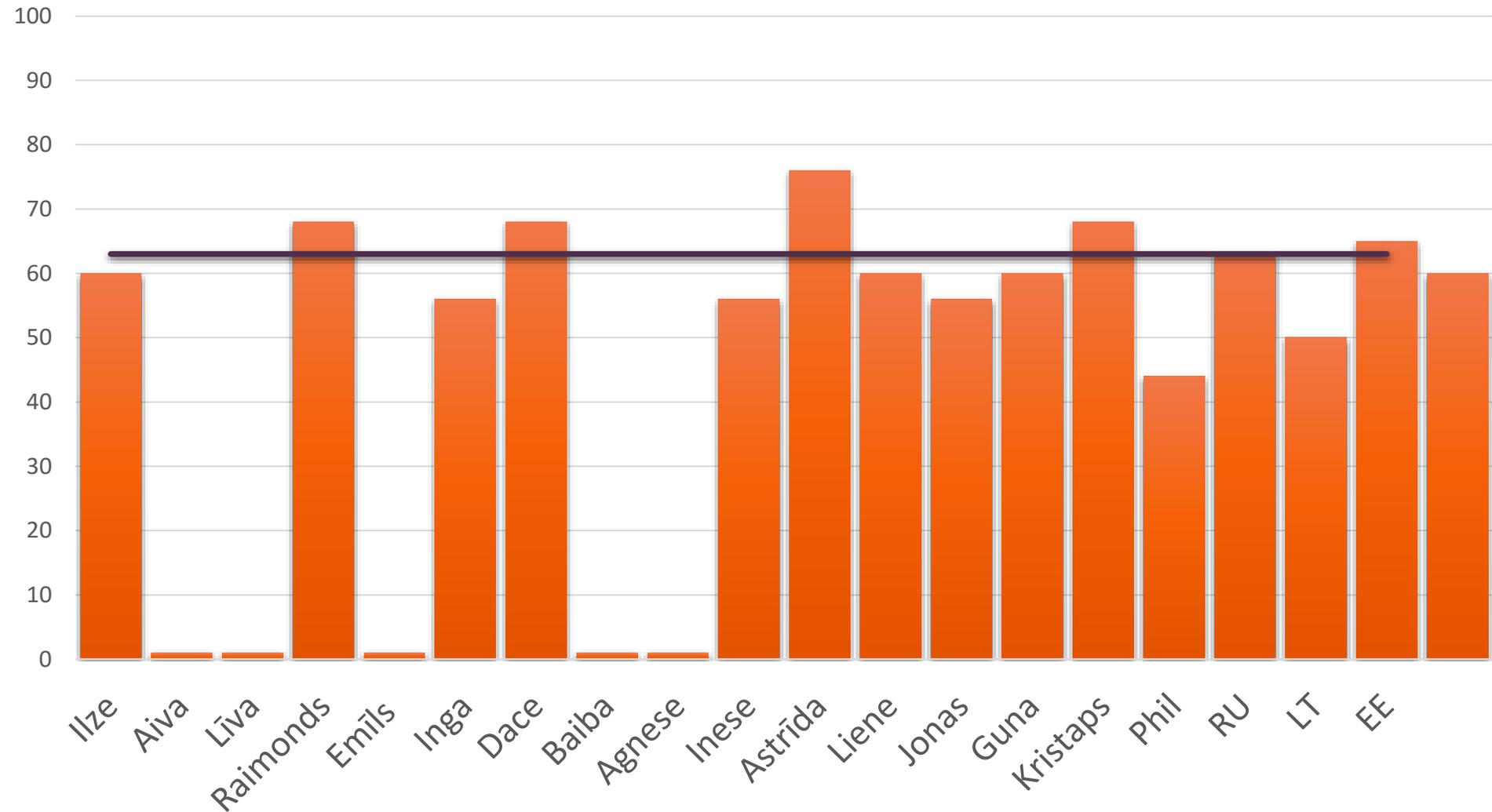
Individualism



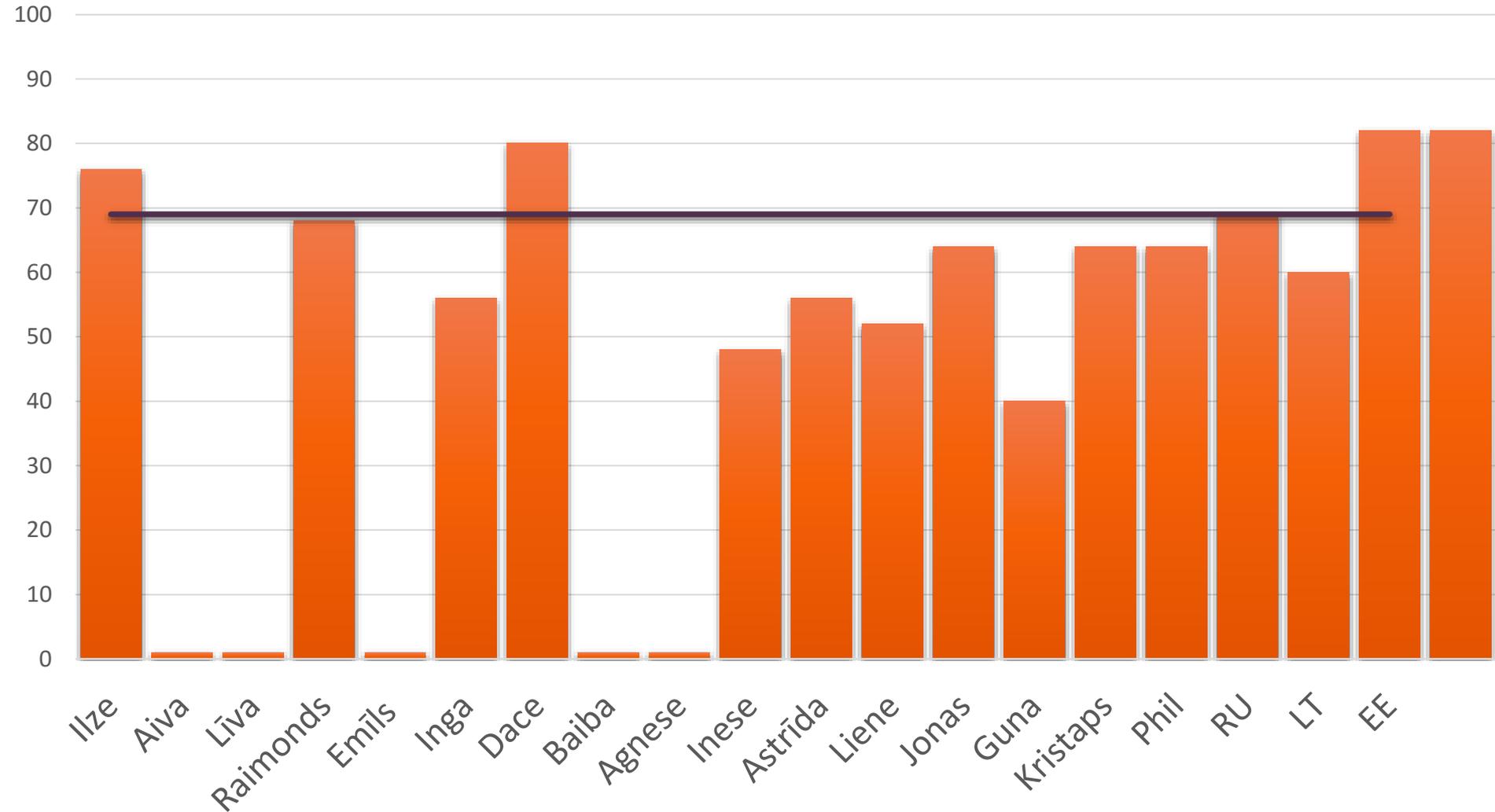
Masculinity



Uncertainty Avoidance



Long Term Orientation



How does your
personal score
compare to Latvia?

How does the national
score incorporate
Latvian and Russian
tendencies?

How can we explain
this apparent
contradiction on
attitudes to gay
people?

QC5.2 And using a scale from 1 to 10, please tell me how you would feel about having someone from each of the following categories in the highest elected political position in (OUR COUNTRY)? '1' means that you would feel "totally uncomfortable" and '10' that you would feel "totally comfortable".

A gay, lesbian or bisexual person

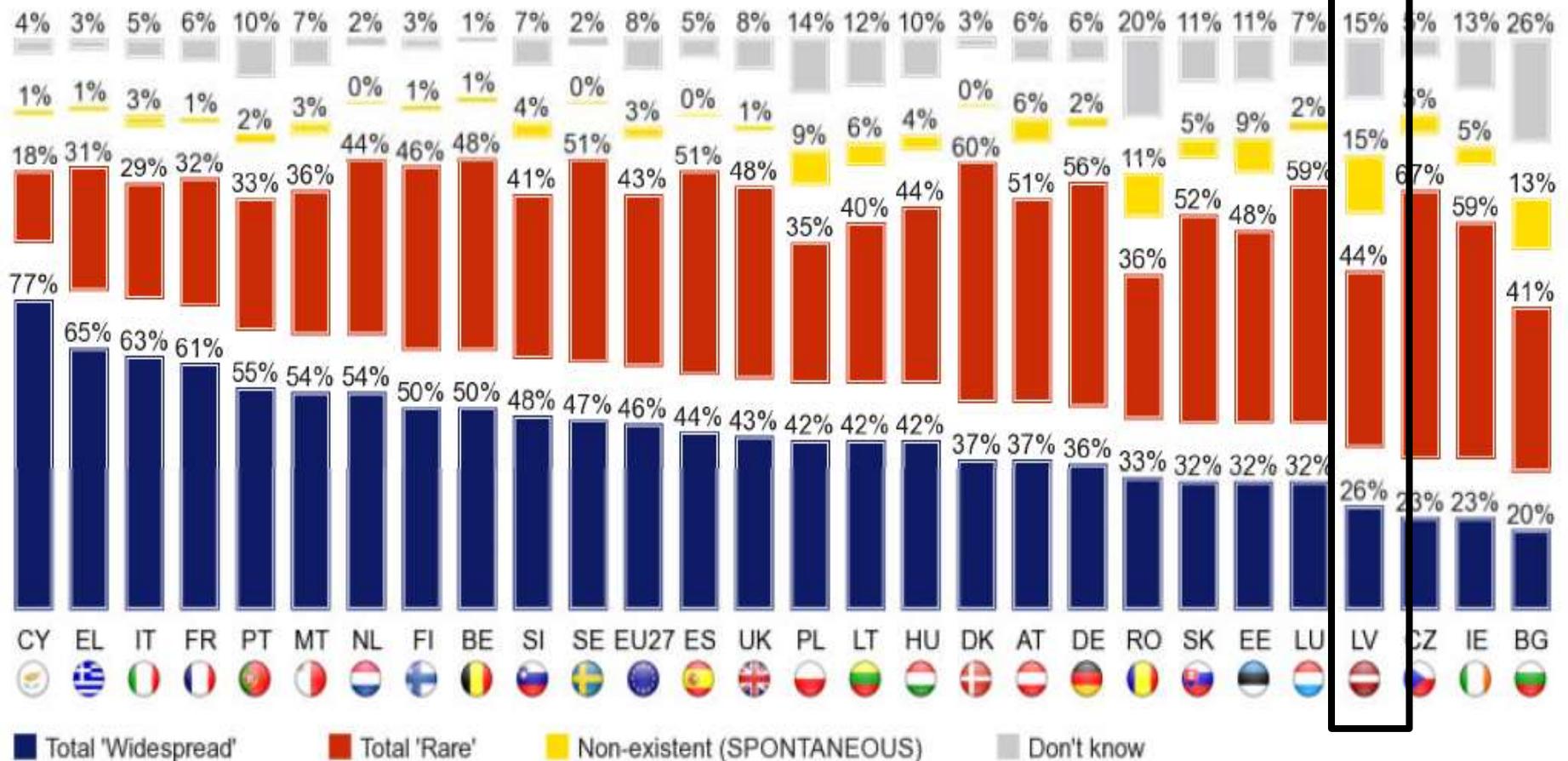
	Average	Diff. 2012-2009
 EU27	6.6	+0.1
 DK	8.9	+0.5
 SE	8.8	+0.1
 LU	8.5	+1.5
 NL	8.4	+0.2
 IE	8.2	+0.5
 ES	7.9	+0.5
 UK	7.9	+0.5
 BE	7.7	+0.1
 FR	7.3	-0.5
 MT	6.8	+0.1
 DE	6.4	=
 SI	6.2	+0.8
 IT	5.8	+0.1
 PL	5.8	-0.3
 AT	5.7	+0.3
 PT	5.7	+0.1
 FI	5.2	-0.4
 CZ	4.9	-0.6
 EE	4.7	=
 EL	4.5	-0.1
 HU	4.2	-0.4
 CY	4.1	+0.4
 LT	4.1	+0.1
BG	3.7	+0.5
RO	3.6	+0.2
SK	3.4	-1.2
LV	3.2	-0.6

How comfortable would you feel in having a gay, lesbian or bisexual person as President?

Discrimination on sexual orientation

QC1.2. For each of the following types of discrimination, could you please tell me whether, in your opinion, it is very widespread, fairly widespread, fairly rare or very rare in (OUR COUNTRY)? Discrimination on the basis of...

Sexual orientation (being gay, lesbian or bisexual)



- Do Latvians say one thing and mean another thing?
- Do Latvians make a distinction between how they think the nation behaves and how they feel personally?

Is our culture
immutable or does it
change through our
lifetime?

Seven Layers of Culture



