Appendix A: Tabulating differences between the national culture frameworks

Kluckhohn/ Strodtbeck	Hofstede	Hall	Trompenaars	Schwartz	GLOBE	Kluckhohn/ Strodtbeck
Distribution of power and authority		*Low Power Distance*: Belief that effective leaders need to have substantial amounts of power compared to their subordinates. High Power Distance: Belief that people in positions of authority should have considerable of power compared to their subordinates.	*Centre of power*: *territorial*; the need for clearly delineated personal space between themselves and others. *Communal*: comfortable sharing personal space with others	*Achievement*: Respect for earned accomplishment. *Ascription*: Respect for ascribed or inherited status.	*Hierarchy:* cultures are organised hierarchically. Individuals are socialised to comply with their roles and are sanctioned if they do not. *Egalitarianism*: individuals are seen as moral equals who share basic interests as human beings.	*High Power Distance*: Society divided into classes; power provides social order. Limited upward mobility. *Low*: Power is transient and sharable. *High Humane Orientation*: The interests of others are important; values altruism, benevolence, kindness, and generosity. High need for belonging and affiliation; fewer psychological and pathological problems. *Low:* Self-interest important, values pleasure, comfort and self-enjoyment; the high need for power and possessions; more psychological and pathological problems.
Emphasis on groups or individuals	*Individualistic*: Belief that social structure should be arranged based on individuals. *Collateral*: Belief that social structures should be based on groups of individuals with relatively equal status *Lineal:* Belief that social structure should be based on groups with clear and right hierarchical relationships.	*High Individualism*: Individual interests take precedence over group interests. *Low individualism*: Group interests take precedence over group interests		*Individualism*: Focus on individual achievement and independence. *Collectivism*: Focus on group achievement and welfare	*Conservatism*: Individuals are embedded in a collective surrounding, finding meaning through participation and identification with a group that shares their way of life. *Autonomy*: Individuals are autonomous from groups, finding meaning on their own uniqueness.	*High institutional collectivism*: Individuals integrated into strong cohesive groups. *Low*: individual largely responsible for themselves; self-viewed as autonomous, individual goals often take precedence over societal or group goals. *High in-group collectivism*: members assume they are interdependent and seek to make important personal contributions to group or organisations. *Low*: members assume they are independent of the organisations and seek to stand out by making individual contributions; short-term employer-employees relationship; organisations are interested in the work performed by employees over their personal welfare

Relationship with environment	*Mastery:* Belief that people have need or responsibility to control nature. *Harmony*: Belief that people should work with nature to maintain harmony or balance. *Subjugation:* Belief that individuals must submit to nature. *Good*: belief that people are inherently good. *Neutral*: Belief that people are inherently neutral. *Evil:* Belief that people are inherently evil.	*Low Uncertainty Avoidance*: Tolerance for ambiguity; the little need for rules to constrain uncertainty. *High Uncertainty Avoidance*: Intolerance for ambiguity, need for many rules to constrain uncertainty.		*Inner-directed*: focus on controlling the environment. *Outer-directed*: Focus on living in harmony with nature.	Mastery: Individuals value getting ahead through self-assertion and seek to change the natural and social world to advance personal or group interests Harmony: Individuals accept the world as it is and try to preserve it rather than exploit it.	*High Uncertainty Avoidance*: Tendency to formalise social agreements in legal contracts; be orderly and maintain meticulous records; rely on rules and formal policies. *Low*: Tendency to be more informal in social interactions, reliance on word of people they trust; less concerned with orderliness and record-keeping; rely on informal norms of behaviour. *High Assertiveness*: Value assertiveness, dominance, and tough behaviour for all members of society; sympathy for the strong; value competition; belief in success through hard work; values direct and unambiguous communications. *Low*: prefers modesty and tenderness to assertiveness; sympathy for the weak; values cooperation; often associates competition with defeat and punishment; values face-savings in communications and actions. *High-performance orientation*: Belief that individuals are in control of their destiny, values assertiveness, competitiveness and materialism; emphasise performance over people. *Low*: Values harmony with the environment over control; emphasises seniority, loyalty, social relationships and belongingness; values who people are more than what they do.
Use of time	*Past*: In making decisions, people are principally influenced by past events or traditions. *Present:* In making a decision, people are principally influenced by present circumstances. *Future*: In making decisions, people are principally influenced by future prospects.	*Short-term orientation*: The Past and present orientation. Values traditions and social obligations. *Long-term orientation*: Future orientation values dedication, hard work, and thrift.	*Monochromic*: Sequential attention to individual goal; separation of work and personal life; precise concept of time *Polychromic:* Simultaneous attention to multiple goas; integration of work and personal life; the relative concept of time.	*Past/present-oriented*: Emphasis on past events and glory. *Future-oriented*: Emphasis on planning and future possibilities.		*High future orientation*: Greater emphasis on economic success; propensity to have for the future; values intrinsic motivations; organisations tend to be flexible and adaptive. *Low*: Less emphasis on economic success propensity for instant gratifications; values extrinsic motivation; organisations tend to be bureaucratic and inflexible
Personal and social control	*Being*: Belief that people should concentrate on living for the moment. *Becoming*: Belief that individual should strive to develop themselves into an integrated whole. *Doing*: Belief on striving for goals and accomplishments.	*Masculinity*: Values material possessions, money, and pursuit of personal goals. *Femininity*: Values strong social relevance, quality of life, and the welfare of others.		*Neutral*: Refrain from showing emotions; hide feelings. *Affective*: Emotional expressions acceptable or encouraged.		*High gender egalitarianism*: High participation of women in the workforce; more women in positions of authority; women accorded equal status in society. *Low*: low participation of women in the workforce; fewer women in a position of authority; women not accorded equal status in society.