

Dimensions of Culture Questionnaire

Instructions: Using the following scales, circle the number that most accurately reflects your response to each of the 18 statements. There are no right or wrong answers, so provide your immediate impressions. (The items on this questionnaire are adapted from the items used in the GLOBE studies to assess the dimensions of culture, but the GLOBE studies used five items to analyze each of the cultural dimensions.)

Uncertainty Avoidance

1. In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

Power Distance

1. In this society, followers are expected to:

Question their leaders when in disagreement					Obey their leaders without question	
1	2	3	4	5	6	7

2. In this society, power is:

Shared throughout the society					Concentrated at the top	
1	2	3	4	5	6	7

Institutional Collectivism

1. In this society, leaders encourage group loyalty even if individual goals suffer.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. The economic system in this society is designed to maximize:

Individual interests					Collective interests	
1	2	3	4	5	6	7

In-Group Collectivism

1. In this society, children take pride in the individual accomplishments of their parents.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. In this society, parents take pride in the individual accomplishments of their children.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

Gender Egalitarianism

1. In this society, girls are encouraged more than boys to attain a higher education.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. In this society, who is more likely to serve in a position of high office?

Men					Women	
1	2	3	4	5	6	7

Assertiveness

1. In this society, people are generally:

Nonassertive					Assertive	
1	2	3	4	5	6	7

2. In this society, people are generally:

Tender					Tough	
1	2	3	4	5	6	7

Future Orientation

1. In this society, the accepted norm is to:

Accept the status quo					Plan for the future	
1	2	3	4	5	6	7

2. In this society, people place more emphasis on:

Solving current problems				Planning for the future		
1	2	3	4	5	6	7

Performance Orientation

1. In this society, students are encouraged to strive for continuously improved performance.

Strongly disagree				Strongly agree		
1	2	3	4	5	6	7

2. In this society, people are rewarded for excellent performance.

Strongly disagree				Strongly agree		

Humane Orientation

1. In this society, people are generally:

Not at all concerned about others				Very concerned about others		
1	2	3	4	5	6	7

2. In this society, people are generally:

Not at all sensitive to others				Very sensitive toward others		
1	2	3	4	5	6	7

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, © 2004, SAGE Publications.

Scoring

The Dimensions of Culture questionnaire is designed to measure your perceptions of the different dimensions of your culture. Score the questionnaire by doing the following. First, sum the two responses you gave for each of the items on each of the dimensions. Second, divide the sum of the responses by two. The result is your mean score for the dimension.

Example. If for power distance you circled 3 in response to Question 1 and 4 in response to Question 2, you would score the dimension as follows:

$$3 + 4 = 7$$

$$7 \div 2 = 3.5$$

$$\text{Power distance mean score} = 3.5$$

When you are finished scoring, you should have nine mean scores. After you have scored the questionnaire, place your mean scores for each of the dimensions in Table 16.4.

Table 16.4 Cultural Dimensions and Mean Scores for Selected Cultural Clusters

GLOBE Cultural Dimensions	Mean Scores* of Selected Cultural Clusters						
	Anglo	Latin America	Middle East	Southern Asia	Latin Europe	GLOBE Overall	Your Score
Uncertainty avoidance	4.42	3.62	3.91	4.10	4.18	4.16	
Power distance	na	na	na	na	na	5.17	
Institutional collectivism	4.46	3.86	4.28	4.35	4.01	4.25	
In-group collectivism	4.30	5.52	5.58	5.87	4.80	5.13	
Gender egalitarianism	3.40	3.41	2.95	3.28	3.36	3.37	
Assertiveness	4.14	4.15	4.14	3.86	3.99	4.14	
Future orientation	4.08	3.54	3.58	3.98	3.68	3.85	
Performance orientation	4.37	3.85	3.90	4.33	3.94	4.10	
Humane orientation	4.20	4.03	4.36	4.71	3.71	4.09	

SOURCE: Adapted from *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, by R. J. House, P. J. Hanges, M. Javidan, P. W. Dorfman, and V. Gupta (Eds.). Copyright 2004 by SAGE Publications, Inc. Reprinted with permission.

*The mean scores in this table represent societal practice scores for selected cultures on each of the nine cultural dimensions. In the GLOBE studies, mean scores were derived from subjects' responses to five questions for each of the dimensions.

na = not available

Scoring Interpretation

Your scores on the Dimensions of Culture questionnaire provide data on how you see the culture in which you live and work. Table 16.4 provides information from the GLOBE project about how subjects from different cultures describe the dimensions of those cultures. The table also provides an *overall* mean for how these dimensions were viewed by people from all of the cultures.

By entering your scores in the last column in Table 16.4, you can get a better understanding of how your perception of your own culture compares to that of others. You can also compare your scores to other specific cultures (e.g., Middle East or Latin America). Do you see your culture as more or less egalitarian than others? Do you think your culture emphasizes the future more than others? Do people from other cultures stress performance less or more than your own culture? Like these questions, the table and your scores can be used to bring to the surface the ways in which your culture and the cultures of others are compatible or incompatible with each other. Understanding how your culture relates to other cultures is the first step to improved understanding between you and people from other cultures.