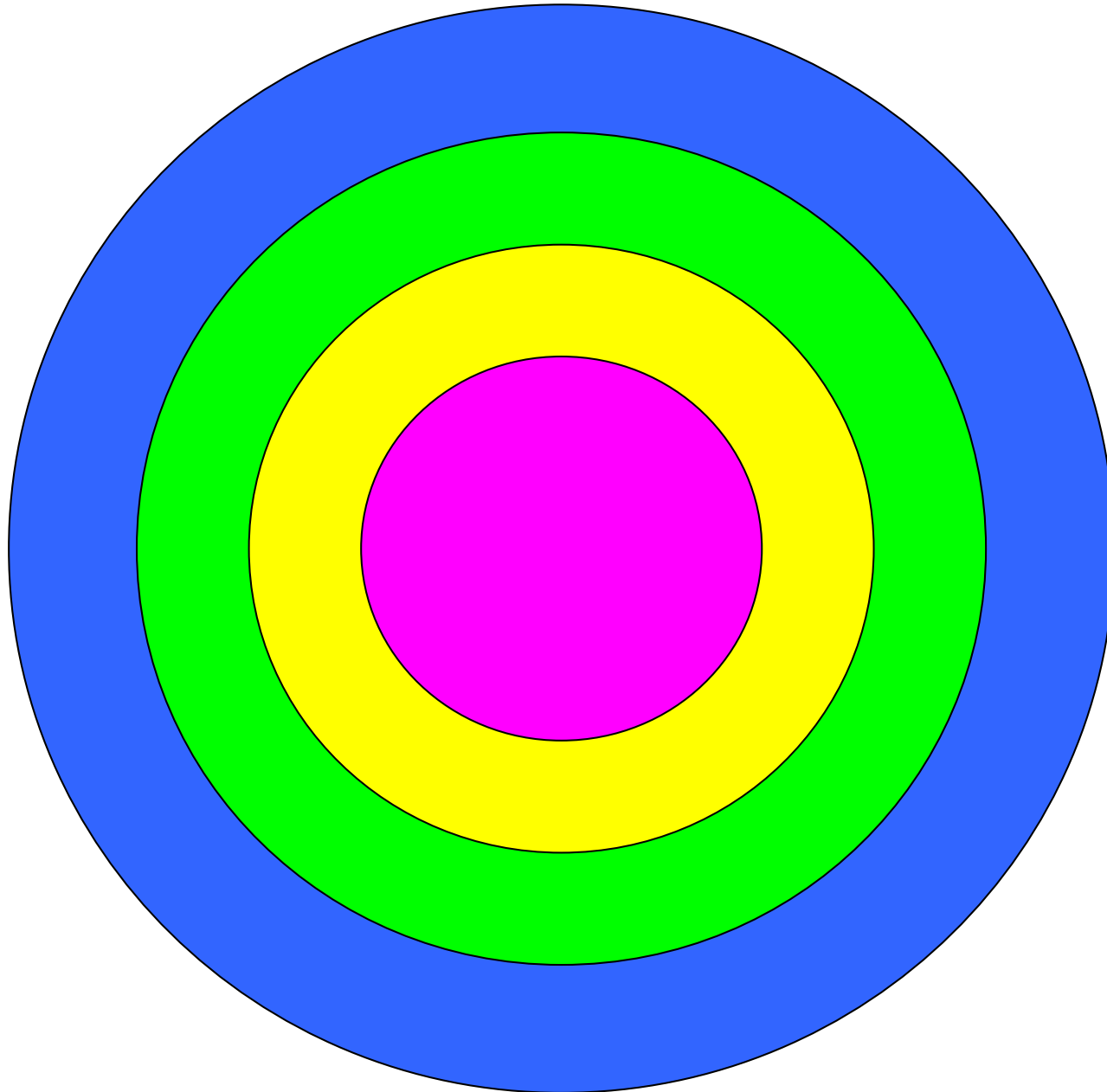


The Iceberg

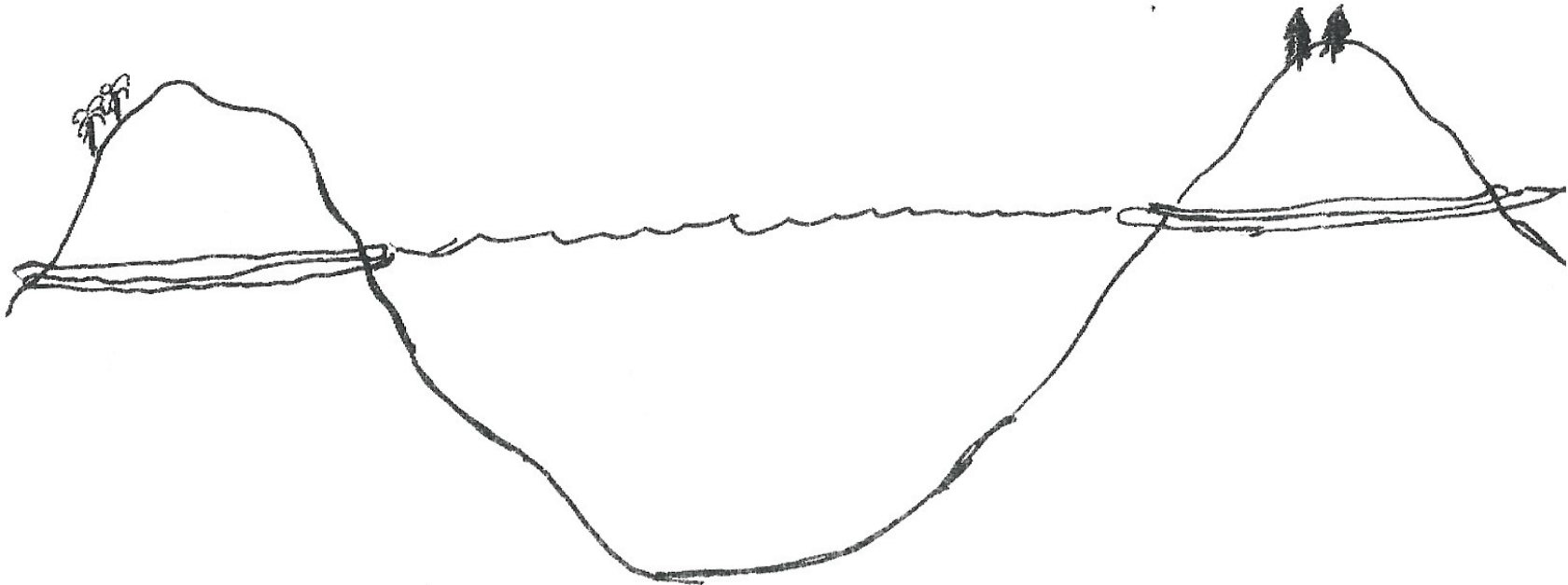


Hofstede's Onion

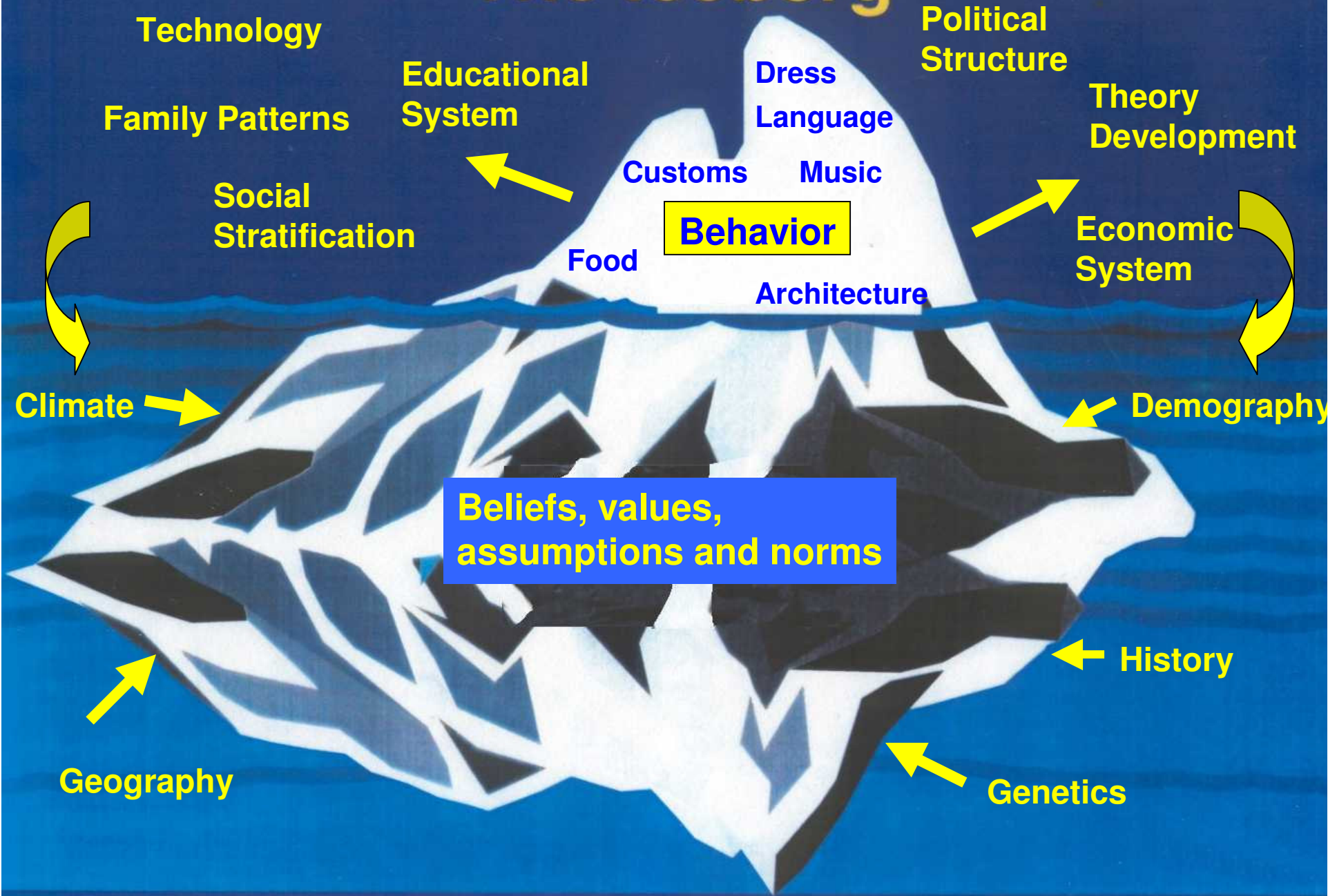




ISLAND MODEL OF CULTURE



The Iceberg





What is Culture?

“..a set of basic assumptions – shared solutions to universal problems of external adaptation (how to survive) and internal integration (how to stay together) – which have evolved over time and are handed down from one generation to the next.”

- Edgar Schein



What is culture?

“Culture is the collective programming of the mind which distinguishes one culture from another.”

Geert Hofstede, 1980



What is culture?

How things are done around here.

Ouchi & Johnson, 1978



Beliefs are...

...the basic understanding of a group of people about what the world is like, what is true and false.



Values are...

...what a group of people defines as good or bad, right or wrong. They guide our behavior and provide a basis for choice and evaluation.



Assumptions are...

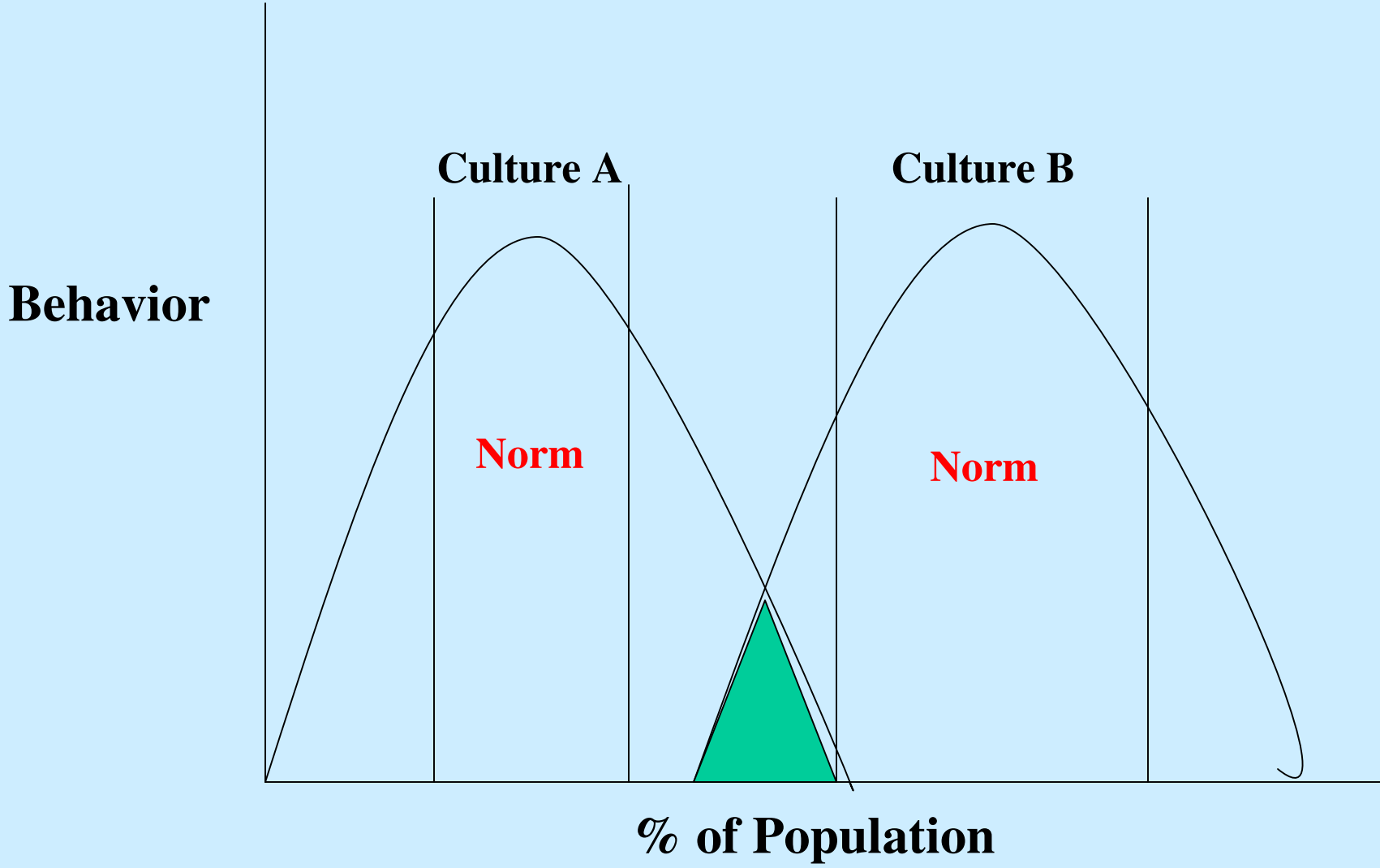
...pre-dispositions that an individual uses to pattern the world. They are abstract, outside of conscious awareness and they help create our sense of reality.



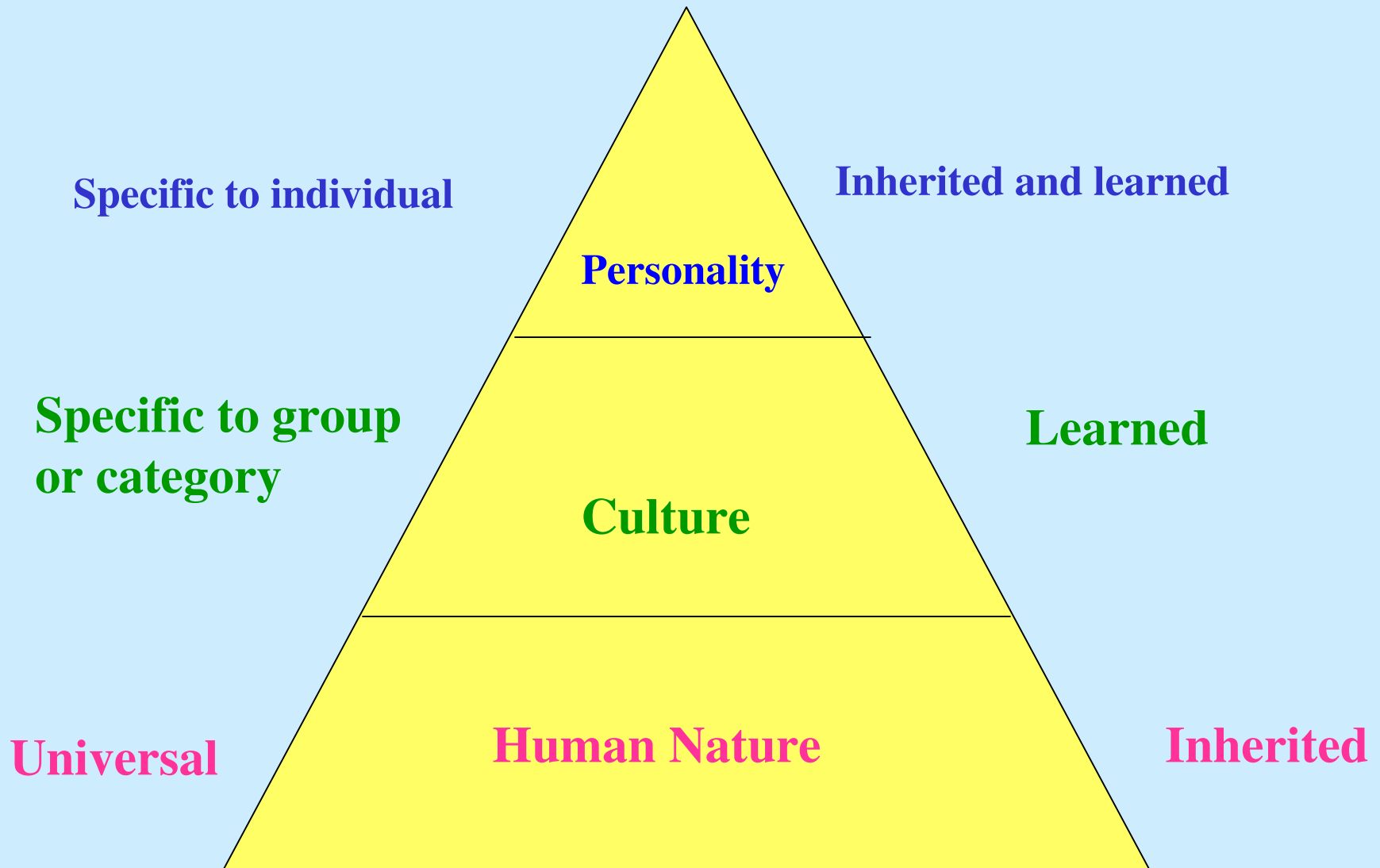
Norms are...

...rules for appropriate behavior that create the expectations that people have of others and of themselves.

Cultural Norms



Hofstede's Pyramid



Source: Geert Hofstede, 1980

Culture is not only National...

Industry **Regional** **Ethnic** **Gender**

Religious **National** **Sexual Preference**

Sports **Corporate**

Generational **Physical Ability**

Professional

We are all “multicultural”!