

Source: <https://www.hofstede-insights.com>

**Individualism** is the extent to which people feel independent, as opposed to being interdependent as members of larger wholes

Individualism does not mean egoism. It means that individual choices and decisions are expected. Collectivism does not mean closeness. It means that one "knows one's place" in life, which is determined socially. With a metaphor from physics, people in an individualistic society are more like atoms flying around in a gas while those in collectivist societies are more like atoms fixed in a crystal.

**Power Distance** is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.

This dimension is thought to date from the advent of agriculture, and with it, of large-scale societies. Until that time, a person would know their group members and leaders personally. This is not possible where tens of thousands and more have to coordinate their lives. Without acceptance of leadership by powerful entities, none of today's societies could run.

### **Masculinity**

Masculinity is the extent to which the use of force is endorsed socially.

In a masculine society, men are supposed to be tough. Men are supposed to be from Mars, women from Venus. Winning is important for both genders. Quantity is important and big is beautiful. In a feminine society, the genders are emotionally closer. Competing is not so openly endorsed, and there is sympathy for the underdog.

This is NOT about individuals, but about expected emotional gender roles. Masculine societies are much more openly gendered than feminine societies.

**Uncertainty avoidance** deals with a society's tolerance for uncertainty and ambiguity.

Uncertainty avoidance has nothing to do with risk avoidance, nor with following rules. It has to do with anxiety and distrust in the face of the unknown, and conversely, with a wish to have fixed habits and rituals, and to know the truth.

**Long-term orientation** deals with change.

In a long-time-oriented culture, the basic notion about the world is that it is in flux, and preparing for the future is always needed. In a short-time-oriented culture, the world is essentially as it was created, so that the past provides a moral compass, and adhering to it is morally good.

**Indulgence** is about the good things in life.

In an indulgent culture it is good to be free. Doing what your impulses want you to do, is good. Friends are important and life makes sense. In a restrained culture, the feeling is that life is hard, and duty, not freedom, is the normal state of being.