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# Cultures And Organizations: Software Of The Mind, Third Edition



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# Cultures and Organizations

## SOFTWARE OF THE MIND

REVISED AND EXPANDED THIRD EDITION

Intercultural Cooperation and Its Importance for Survival

**Geert Hofstede**
**Gert Jan Hofstede**
**Michael Minkov**
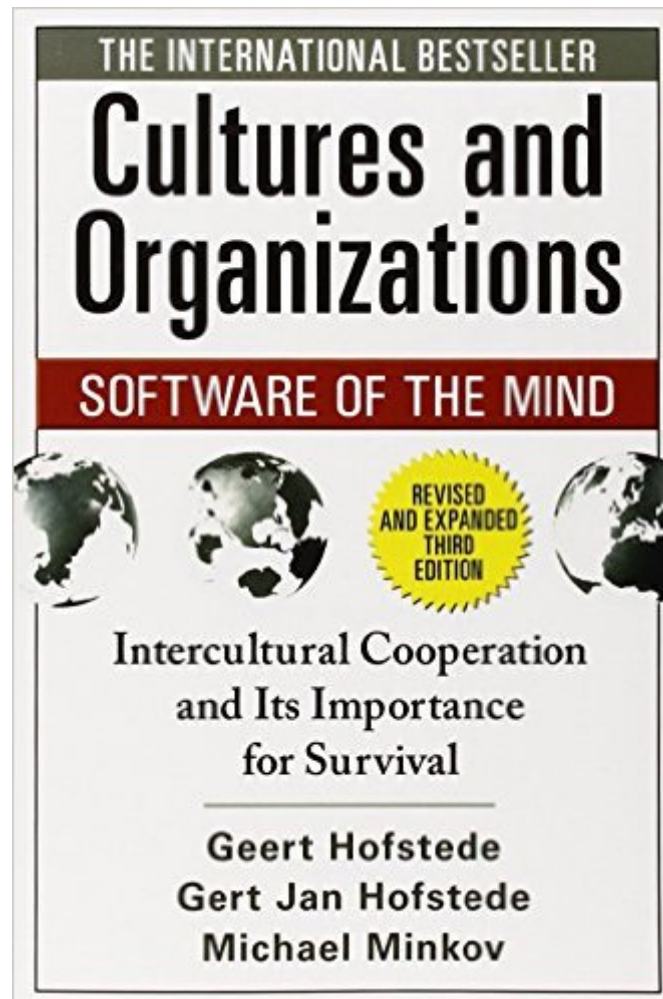
# Synopsis

The revolutionary study of how the place where we grew up shapes the way we think, feel, and act--with new dimensions and perspectives Based on research conducted in more than seventy countries over a forty-year span, Cultures and Organizations examines what drives people apartâ •when cooperation is so clearly in everyoneâ ™s interest. With major new contributions from Michael Minkovâ ™s analysis of data from the World Values Survey, as well as an account of the evolution of cultures by Gert Jan Hofstede, this revised and expanded edition: Reveals the â œmoral circlesâ • from which national societies are built and the unexamined rules by which people think, feel, and act Explores how national cultures differ in the areas of inequality, assertiveness versus modesty, and tolerance for ambiguity Explains how organizational cultures differ from national culturesâ •and how they can be managed Analyzes stereotyping, differences in language, cultural roots of the 2008 economic crisis, and other intercultural dynamics

# Book Information

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# Customer Reviews

This entire book is dedicated to the statistical analysis of huge international surveys of people's of people's values, and an interpretation of the results of that statistical analysis.Statisticians as a group are disdainful of people who use statistical products, and this would be no exception. The authors list the weaknesses of their approach in the beginning of the book, but then speak authoritatively, as if those limitations have been put behind them and could be safely ignored. Let's re-examine what they did:1. They used massive surveys which depend on subjective questions such as, "on a scale of 1 to 7, where one is "love it" and two is "hate it," how do you feel about the

employee appraisal process? These five or seven point scales are called "Likert" scales. They are the best possible instrument, but as the authors point out, they have significant limitations. In particular, respondents may be culturally driven to provide answers they think the researchers want to hear, and they may be culturally driven to either select extremes or avoid extremes.2. The authors used a process called factor analysis to determine what they find to be five different factors that define different cultures values. When you add up the effect of all the different factors, you can statistically explain a certain fraction of the pattern in which the survey findings varies systematically among different groups of respondents. There is always some "unexplained variance" that cannot be attributed to any factor. The relative importance of the factors depends on the order in which you consider them, but no matter how you slice it, the fourth and fifth factors are not likely to explain very much of the variance.

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