

Intercultural Influence: Key Models Overview

Geert Hofstede's Cultural Dimensions

- **Power Distance**
Acceptance of unequal distribution of power.
- **Individualism vs. Collectivism**
Preference for personal goals vs. group loyalty.
- **Uncertainty Avoidance**
Comfort with ambiguity and risk.
- **Masculinity vs. Femininity**
Focus on achievement vs. quality of life.
- **Long-Term Orientation**
Future-oriented vs. short-term thinking.
- **Indulgence vs. Restraint**
Emphasis on gratification vs. control.

Why it matters:

These dimensions describe national cultural tendencies that shape leadership, trust, motivation, and decision-making. Knowing them can help tailor your influence strategies globally.

Fons Trompenaars' Cultural Dilemmas

- **Universalism vs. Particularism**
Rules apply equally vs. exceptions based on relationships.
- **Individualism vs. Communitarianism**
Personal autonomy vs. group cohesion.
- **Specific vs. Diffuse**
Separation vs. integration of private/public life.
- **Neutral vs. Emotional**
Controlled emotions vs. expressive interaction.
- **Achievement vs. Ascription**
Status from performance vs. background/title.
- **Sequential vs. Synchronic Time Orientation**
Linear, one-task focus vs. multitasking and flexible time.

Why it matters:

This model helps reconcile values that may be in tension across cultures, focusing on navigating differences rather than choosing one side.

Milton Bennett's DMIS (Developmental Model of Intercultural Sensitivity)

A continuum of intercultural competence development:

1. **Denial** – No awareness of cultural differences
2. **Defense** – Us vs. them thinking
3. **Minimization** – Downplaying differences
4. **Acceptance** – Recognizing cultural complexity
5. **Adaptation** – Adjusting behavior across cultures
6. **Integration** – Integrating multiple cultural perspectives

Why it matters:

Use this to assess where individuals or teams are in their cultural competence journey and develop appropriate learning interventions.

David Livermore's Cultural Intelligence (CQ)

- **Drive** – Motivation to work cross-culturally
- **Knowledge** – Understanding norms, values, practices
- **Strategy** – Awareness and planning for intercultural interactions
- **Action** – Ability to adapt behavior in real-time

Why it matters:

CQ is like emotional intelligence (EQ) for culture—it predicts success in multicultural environments and can be developed over time.

Country Navigator is available at

<https://www.countrynavigator.com/>