

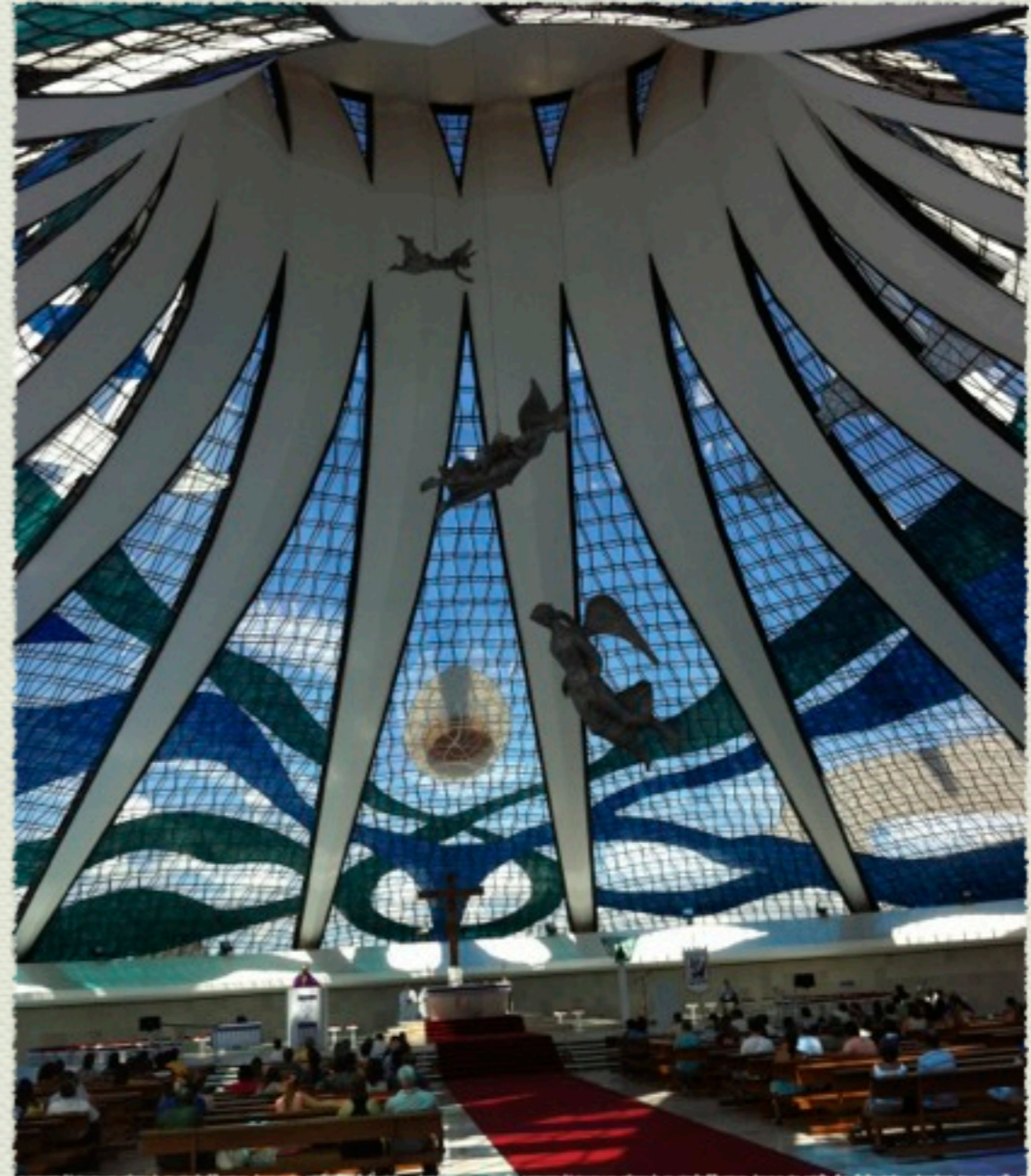


Uncertainty Avoidance

Cultural Dimensions - "Cultural Organizations: Software of the Mind"
Based on: Geert Hofstede, with Gert Jan Hofstede & Michael MInkov

Definition - UAI

- ◆ Extent to which people feel threatened by uncertainty and ambiguity and try to avoid such situations.
- ◆ How does society deal with the fact that the future can never be known. Control it, or let it happen?



High Uncertainty Avoidance

- ◆ Anxiety, greater stress
- ◆ Inner urge to work hard
- ◆ Showing of emotions accepted
- ◆ Conflict is threatening
- ◆ Need for agreement
- ◆ Need to avoid failure
- ◆ Need for laws and rules



Low Uncertainty Avoidance

- ◆ Relaxed, less stress
- ◆ Hard work is not a virtue per se
- ◆ Emotions not shown
- ◆ Conflict and competition seen as fair play
- ◆ Acceptance of dissent
- ◆ Flexibility
- ◆ Less need for rules



Original Questions

- ◆ How often do you feel nervous or tense at work? (Never, Seldom, Sometimes, Usually, Always)
- ◆ To what extent do you agree or disagree with the following statements? (Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree)
 - ◆ One can be a good manager without having precise answers to most questions that subordinates may raise about their work.
 - ◆ Competition between employees usually does more harm than good.
 - ◆ A company's or organization's rules should not be broken, not even when the employee thinks it is in the company's best interest.

Notes and Observations

- ◆ UAI is not really related to risk avoidance. It is more how much a society tolerates ambiguity.
- ◆ It relates more to what extent people feel uncomfortable with unstructured situations. High Index means that they try to avoid the lack of structure, mainly by implementing codes, laws, and rules. High Index also means that there is less tolerance for deviant persons and ideas.
- ◆ Religion, Philosophy, and Science: Strong belief in ultimate truths and grand theories. One can be a good manager without having precise answers to most questions that subordinates may raise about their work.

Uncertainty: Scores by Country

- ◆ Top 5: Greece 112, Portugal 104, Guatemala 101, Uruguay 100, Belgium & El Salvador 94
- ◆ Bottom 5: Singapore 8, Jamaica 13, Denmark 23, Sweden 29, Hong Kong 29
- ◆ USA 46 (fairly low) vs. Brazil 76 (fairly high, but less than Latin America in general)
- ◆ Peru 87, Chile 86, Spain 86, Costa Rica 86, Panama 86, Argentina 86, Mexico 82, Colombia 80, Venezuela 76, Ecuador 67



World Bank Data: Time to Start a Business

Brazil: 108 Days (4th from the bottom)

<http://data.worldbank.org/indicator/IC.REG.DURS>



Doing Business in Brazil

Brazil: 116 / 189

<http://www.doingbusiness.org/data/exploreeconomies/brazil/>



Passion and Emotion

Brazil: 116 / 189

<http://www.doingbusiness.org/data/exploreeconomies/brazil/>



IBOPE Study (2012)

Brazilians 10 greatest passions

<http://top10mais.org/top-10-maiores-paixoes-do-brasileiros/>