The Culture Map — methodology & sources

IT Governance: A Practical Guide, Chapter 2 supplement / revised 2026-06-25

1. Overview

This document positions each country on six of the eight dimensions of Meyer (2014) *The Culture Map* — the six with higher reliability — computed from Hofstede's published six-dimension values. Scores run 0–100, where 0 is a dimension's left pole and 100 its right pole.

> **Important:** the scores are not measurements. They are the **author's linear estimates (a model)** from Hofstede's six dimensions. Meyer does not publish per-country numbers, so these are not Meyer's official values.

This revision does not use Schwartz data (removing the estimated fill-ins for uncovered countries that the earlier version needed).

2. Data foundation (primary sources)

- Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind* (3rd ed.). Values taken from the official data at geerthofstede.com, "6 dimensions for website", version 2015-08-16.
- Meyer, E. (2014). *The Culture Map*. PublicAffairs. (The eight-dimension framework and pole definitions.)

3. Conversion (Hofstede 6D → Meyer 6D)

Inputs are each 0–100 (missing values handled as noted below). Outputs are clamped to 0–100 and rounded.

Axis (left → right pole)	Formula	Reliability	Main driver
Communicating Explicit → High-context	`0.80·(100−IDV) + 0.20·PDI`	High	More collectivist → higher-context. Main: 100−IDV, sub: PDI
Leading Egalitarian → Hierarchical	`PDI`	High	Directly power distance (PDI)
Deciding Consensual → Top-down	`0.55·PDI + 0.45·MAS`	Med.	Hierarchy (PDI) + assertiveness (MAS). Japan (ringi) is a known exception
Trusting Task-based → Relationship-based	`0.75·(100−IDV) + 0.25·LTO`	High	More collectivist → relationship-based. Main: 100−IDV, sub: LTO
Disagreeing Confronts directly → Avoids confrontation	`0.55·(100−IDV) + 0.45·(100−MAS)`	Med.	More collectivist / less assertive → avoids confrontation
Scheduling Linear → Flexible	`0.50·PDI + 0.50·(100−IDV)`	Med.	High PDI / collectivist → more flexible time. Japan is a known exception

4. Notes & caveats

- Israel's IVR (indulgence) is imputed at 50 (neutral) because official Hofstede data is missing.
- Portugal's UAI official value of 104 is clamped to 100 on the working scale.

- Meyer's Evaluating and Persuading dimensions are excluded — their correspondence to Hofstede is weak and their reliability low — leaving six dimensions (author's decision, 2026-06-25).
- Because the model rests on Hofstede alone, several Meyer axes correlate with Individualism, so axis independence is limited.
- Japan is Leading = hierarchical yet Deciding = consensual (ringi), among known exceptions a linear model cannot capture. Treat the medium- and low-reliability axes as rough guides.

5. Input data (Hofstede 6 dimensions, official values)

■ Blue = the six countries discussed in the book

Country	PDI	IDV	MAS	UAI	LTO	IVR
USA	40	91	62	46	26	68
Japan	**54**	**46**	**95**	**92**	**88**	**42**
China	80	20	66	30	87	24
Germany	35	67	66	65	83	40
France	**68**	**71**	**43**	**86**	**63**	**48**
UK	35	89	66	35	51	69
Netherlands	38	80	14	53	67	68
Sweden	31	71	5	29	53	78
Brazil	69	38	49	76	44	59
India	77	48	56	40	51	26
Korea	**60**	**18**	**39**	**85**	**100**	**29**
Russia	93	39	36	95	81	20
Israel	13	54	47	81	38	50
Arab	80	38	53	68	23	34
Denmark	18	74	16	23	35	70
Italy	50	76	70	75	61	30
Vietnam	**70**	**20**	**40**	**30**	**57**	**35**
Portugal	**63**	**27**	**31**	**104**	**28**	**33**
Australia	**38**	**90**	**61**	**51**	**21**	**71**

6. Output data (Meyer 6 dimensions, author's estimates, 0–100)

Country	Communicating	Leading	Deciding	Trusting	Disagreeing	Scheduling
USA	15	40	50	13	22	24
Japan	**54**	**54**	**72**	**62**	**32**	**54**
China	80	80	74	82	59	80
Germany	33	35	49	46	33	34
France	**37**	**68**	**57**	**38**	**42**	**48**
UK	16	35	49	21	21	23
Netherlands	24	38	27	32	50	29
Sweden	29	31	19	35	59	30

Country	Communicating	Leading	Deciding	Trusting	Disagreeing	Scheduling
Brazil	63	69	60	58	57	66
India	57	77	68	52	48	64
Korea	**78**	**60**	**51**	**86**	**73**	**71**
Russia	67	93	67	66	62	77
Israel	39	13	28	44	49	30
Arab	66	80	68	52	55	71
Denmark	24	18	17	28	52	22
Italy	29	50	59	33	27	37
Vietnam	**78**	**70**	**56**	**74**	**71**	**75**
Portugal	**71**	**63**	**49**	**62**	**71**	**68**
Australia	**16**	**38**	**48**	**13**	**23**	**24**

Sources: Meyer, E. (2014) The Culture Map, PublicAffairs; Hofstede 6 dimensions (geerthofstede.com, 2015-08-16). Scores are the author's linear estimates, not measurements. Basis material for Chapter 2 of IT Governance: A Practical Guide (Shintaro Tsuruta, Gijutsu-Hyoron, 2026). © LV3 Corporation