

**Figure 2.3** The Individualism-Collectivism Continuum

The Cultural Dimensions Index was created by cultural psychologist, Geert Hofstede. Countries are evaluated on a 100-point scale in seven dimensions. One dimension is the level of individualism within a society. At the high end of the scale are extremely individualist cultures (self-oriented, individual effort favored in business and learning, competition over cooperation) while a lower number signals a more collectivist culture (group orientation, relationships essential to business and learning, and cooperation over competition).

Country	Score	Country	Score
United States	91	United Arab Emirates	38
Australia	90	Turkey	37
United Kingdom	89	Uruguay	36
Netherlands	80	Greece	35
New Zealand	79	Philippines	32
Italy	76	Mexico	30
Belgium	75	Tanzania	27
Denmark	74	Ethiopia	27
France	71	Kenya	27
Sweden	71	Portugal	27
Ireland	70	Zambia	27
Norway	69	Malaysia	26
Switzerland	68	Hong Kong	25
Germany	67	Chile	23
South Africa	65	China	20
Finland	63	Ghana	20
Poland	60	Nigeria	20
Czech Republic	58	Sierra Leone	20
Austria	55	Singapore	20
Hungary	55	Thailand	20
Israel	54	El Salvador	19
Spain	51	South Korea	18
India	48	Taiwan	17
Argentina	41	Peru	16
Japan	41	Costa Rica	15
Iran	41	Indonesia	14
Jamaica	39	Pakistan	14
Brazil	38	Colombia	13
Egypt	38	Venezuela	12
Iraq	38	Panama	11
Kuwait	38	Ecuador	8
Lebanon	38	Guatemala	6
Saudi Arabia	38		

Source: Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind*. New York: McGraw-Hill.