focusing on the key differences submitted by employees in different countries. His research looked at the 40 most represented countries in the surveys.

- He argued that understanding cultural dimensions will help facilitate communication between cultures → important in international diplomacy as well as international business.

- **Different dimensions:**
  - **Individualism vs Collectivism**
    - In individualist societies, the ties between individuals are loose: everyone is expected to look after themselves and their immediate family.
    - In collectivist societies, from birth onwards people are integrated into strong, cohesive in-groups, often extended families, which provides them with support and protection. However if an individual does not live up to the norms of the family or the larger social group, the result can sometimes be severe
  - **Uncertainty vs Avoidance**
    - Deals with society’s tolerance for uncertainty and ambiguity
    - It indicates to what extent a culture’s members feel either uncomfortable or comfortable in unstructured situations.
      - Unstructured situations are novel, unknowing, and surprising
      - Uncertainty-avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures.

**Conformity**

- The tendency to adjust one’s opinions, beliefs, or behaviors in ways that are in agreement with those of a particular individual or group or with accepted standards about how a person should behave in specific situations (social norms).
- A type of social influence involving a change in belief or behavior in order to fit in with a group
  - Wanting to be part of the ingroup rather than the outgroup so the behavior and cognitive processes are adjusted to fit the standards
- A powerful force that can take the form of overt social pressure or subtler unconscious influence
- Conformity is the most common and pervasive form of social influence.
- “Groupthink” → the practice of thinking or making decisions as a group, resulting typically in unchallenged, poor-quality decision-making.
  - A result of conformity
  - Group members try to minimize conflict and reach a consensus decision without critical evaluation of alternative viewpoints by actively suppressing dissenting viewpoints, and by isolating themselves from outside influences.
    - All have the same schemas, everyone generally believes the same thing
- People conform for two main reasons:
  - Because they want to fit in with the group (*normative influence*)
  - Because they believe the group is better informed than they are (*informational influence*)
- **Cultural norms affecting conformity**
  - Time period and cultural landscape
  - Individualism vs collectivism