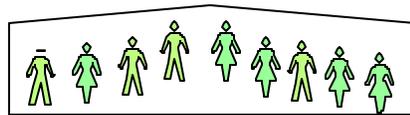
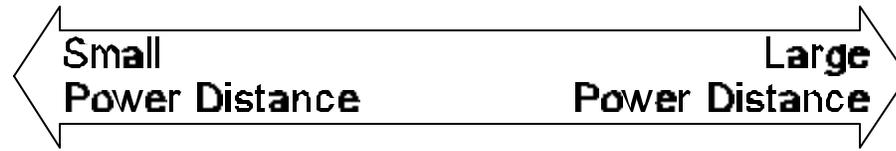


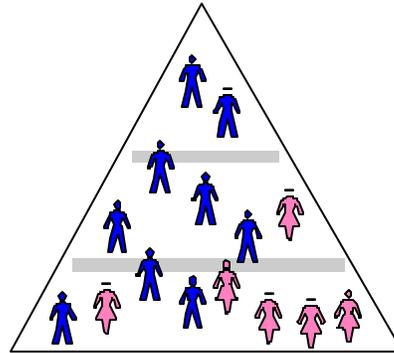
Power Distance: Some Are More Equal than Others ...

1. Every society also has to deal with the fact that people are unequal. All societies have inequalities, and Power Distance is the degree of this inequality. In organizations, this is the degree to which the organization believes that institutional and organizational power should be distributed equally. Hofstede defines it as "*the extent to which the less powerful members of institutions and organizations within a community expect and accept that power is distributed unequally*" (Cultures and Organizations, 28). He builds his understanding of power distance on the work of Mauk Mulder (The Daily Power Game), who hypothesized that all people on the bottom seek to reduce power distance while those on the top seek to maintain or increase it.
2. The questions Hofstede used to develop the PD index were:
 - a. How frequently employees are afraid to express disagreement with managers (as answered by nonmanagerial employees)
 - b. Subordinates' perception of their boss's *actual* decision-making style
 - c. Subordinates' *preference* for their boss's decision-making style
3. The power distance index for 50 countries and 3 regions is as follows (high scores indicate larger power distances):

Rank	Country/Region	Score	Rank	Country/Region	Score	Rank	Country/Region	Score
1	Malaysia	104	18/19	Turkey	66	37	Jamaica	45
2/3	Guatemala	95	20	Belgium	65	38	USA	40
2/3	Panama	95	21/23	East Africa	64	39	Canada	39
4	Philippines	94	21/23	Peru	64	40	Netherlands	38
5/6	Mexico	81	21/23	Thailand	64	41	Australia	36
5/6	Venezuela	81	24/25	Chile	63	42/44	Costa Rica	35
7	Arab countries	80	24/25	Portugal	63	42/44	Germany FR	35
8/9	Ecuador	78	26	Uruguay	61	42/44	Great Britian	35
8/9	Indonesia	78	27/28	Greece	60	45	Switzerland	34
10/11	India	77	27/28	South Korea	60	46	Finland	33
10/11	West Africa	77	29/30	Iran	58	47/48	Norway	31
12	Yugoslavia	76	29/30	Taiwan	58	47/48	Sweden	31
13	Singapore	74	31	Spain	57	49	Ireland	28
14	Brazil	69	32	Pakistan	55	50	New Zealand	22
15/16	France	68	33	Japan	54	51	Denmark	18
15/16	Hong Kong	68	34	Italy	50	52	Israel	13
17	Colombia	67	35/36	Argentina	49	53	Austria	11
18/19	Salvador	66	35/36	South Africa	49			



Equality
Independence
 (Impersonal) Truth
Negotiation
 Discussion



Respect/Authority
Dependence
 (Personal) Wisdom
Decree
 Lecture

Basic Descriptions
 (see Cultures and Organizations, 37)

Small Power Distance	Large Power Distance
General	General
Cultures with small power distance believe in minimizing social or class inequalities, reducing hierarchical organizational structures, and using power only for legitimate purposes.	Inequalities in the social order are both expected and desired. Each person has a rightful and protected place in society. The less powerful <i>should</i> be dependent on the more powerful. The legitimacy of the purposes desired by the power holder is irrelevant.
Family	Family
Parents treat children as equals.	Children expected to be obedient to and respect parents
Classroom	Classroom
Students expected to initiate (brainstorming/group discussion) Teacher as facilitator Allow students to give input	Teachers expected to take all the initiatives in class Teacher as expert Type of eye contact

Workplace

Decentralization is popular
 Narrower salary range between bottom and top
 The ideal boss is a resourceful democrat
 Privileges and status symbols tend to be more frowned on

Workplace

Centralization is popular
 Wide salary range between top and bottom
 Ideal boss is benevolent autocrat or good father
 Managers expect and receive privileges and status symbols

4. What do the Scriptures teach? Following are biblical passages related to power distance:

Small Power Distance

Matthew 18:1-5: At that time the disciples came to Jesus and asked, "Who is the greatest in the kingdom of heaven?" 2 He called a little child and had him stand among them. 3 And he said: "I tell you the truth, unless you change and become like little children, you will never enter the kingdom of heaven. 4 Therefore, whoever humbles himself like this child is the greatest in the kingdom of heaven. 5 "And whoever welcomes a little child like this in my name welcomes me.

Matthew 20:25-28: Jesus called them together and said, "You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. 26 Not so with you. Instead, whoever wants to become great among you must be your servant, 27 and whoever wants to be first must be your slave-- 28 just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

Mark 9:35: Sitting down, Jesus called the Twelve and said, "If anyone wants to be first, he must be the very last, and the servant of all."

1 Corinthians 12:7-11: Now to each one the manifestation of the Spirit is given for the common good. 8 To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, 9 to another faith by the same Spirit, to another gifts of healing by that one Spirit, 10 to another miraculous powers, to another prophecy, to another distinguishing between spirits, to another speaking in different kinds of tongues, and to still another the interpretation of tongues. 11 All these are the work of one and the same Spirit, and he gives them to each one, just as

Large Power Distance

Romans 13:1-7: Everyone must submit himself to the governing authorities, for there is no authority except that which God has established. The authorities that exist have been established by God. 2 Consequently, he who rebels against the authority is rebelling against what God has instituted, and those who do so will bring judgment on themselves. 3 For rulers hold no terror for those who do right, but for those who do wrong. Do you want to be free from fear of the one in authority? Then do what is right and he will commend you. 4 For he is God's servant to do you good. But if you do wrong, be afraid, for he does not bear the sword for nothing. He is God's servant, an agent of wrath to bring punishment on the wrongdoer. 5 Therefore, it is necessary to submit to the authorities, not only because of possible punishment but also because of conscience. 6 This is also why you pay taxes, for the authorities are God's servants, who give their full time to governing. 7 Give everyone what you owe him: If you owe taxes, pay taxes; if revenue, then revenue; if respect, then respect; if honor, then honor.

1 Corinthians 11:3: Now I want you to realize that the head of every man is Christ, and the head of the woman is man, and the head of Christ is God.

Ephesians 5:22-28: Wives, submit to your husbands as to the Lord. 23 For the husband is the head of the wife as Christ is the head of the church, his body, of which he is the Savior. 24 Now as the church submits to Christ, so also wives should submit to their husbands in everything. 25 Husbands, love your wives, just as Christ loved the church and gave himself up for her 26 to make her holy, cleansing her by the washing with water through the word, 27 and to present her to himself as a radiant church, without stain or wrinkle or any other blemish, but holy and blameless. 28 In this same way, husbands ought to love their wives as their own bodies. He who loves his wife loves himself.

Ephesians 5:33: However, each one of you also must love his wife as he loves himself, and the wife must respect her husband.

Ephesians 6:1-3: Children, obey your parents in the Lord, for

he determines.

Galatians 3:28: There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus.

Philippians 2:3-4: Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. 4 Each of you should look not only to your own interests, but also to the interests of others.

1 Peter 5:1-3: To the elders among you, I appeal as a fellow elder, a witness of Christ's sufferings and one who also will share in the glory to be revealed: 2 Be shepherds of God's flock that is under your care, serving as overseers-- not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; 3 not lording it over those entrusted to you, but being examples to the flock.

this is right. 2 "Honor your father and mother"-- which is the first commandment with a promise-- 3 "that it may go well with you and that you may enjoy long life on the earth."

Ephesians 6:5-8: Slaves, obey your earthly masters with respect and fear, and with sincerity of heart, just as you would obey Christ. 6 Obey them not only to win their favor when their eye is on you, but like slaves of Christ, doing the will of God from your heart. 7 Serve wholeheartedly, as if you were serving the Lord, not men, 8 because you know that the Lord will reward everyone for whatever good he does, whether he is slave or free.

1 Timothy 2:9-15: I also want women to dress modestly, with decency and propriety, not with braided hair or gold or pearls or expensive clothes, 10 but with good deeds, appropriate for women who profess to worship God. 11 A woman should learn in quietness and full submission. 12 I do not permit a woman to teach or to have authority over a man; she must be silent. 13 For Adam was formed first, then Eve. 14 And Adam was not the one deceived; it was the woman who was deceived and became a sinner. 15 But women will be saved through childbearing-- if they continue in faith, love and holiness with propriety.

1 Timothy 3:4: He must manage his own family well and see that his children obey him with proper respect. 5 (If anyone does not know how to manage his own family, how can he take care of God's church?)

Hebrews 13:17: Obey your leaders and submit to their authority. They keep watch over you as men who must give an account. Obey them so that their work will be a joy, not a burden, for that would be of no advantage to you.