



National Culture and its Role in Nuclear Security Culture

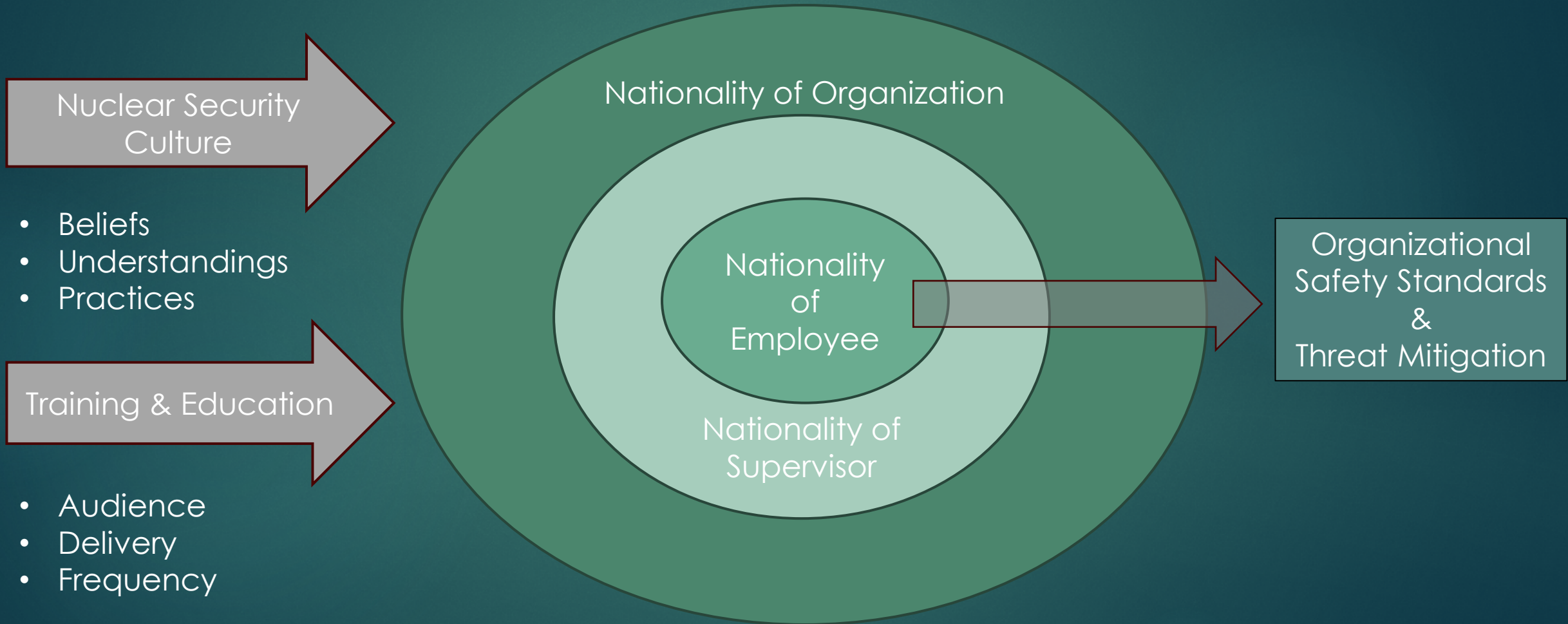
DR. CARLY SPERANZA

Agenda

- ▶ Why National Culture matters
- ▶ How Culture is created
- ▶ Levels of Culture
- ▶ Geert Hofstede “Father of National Culture”
- ▶ Six Dimensions of National Culture
- ▶ Framework to Strengthen Nuclear Security Culture

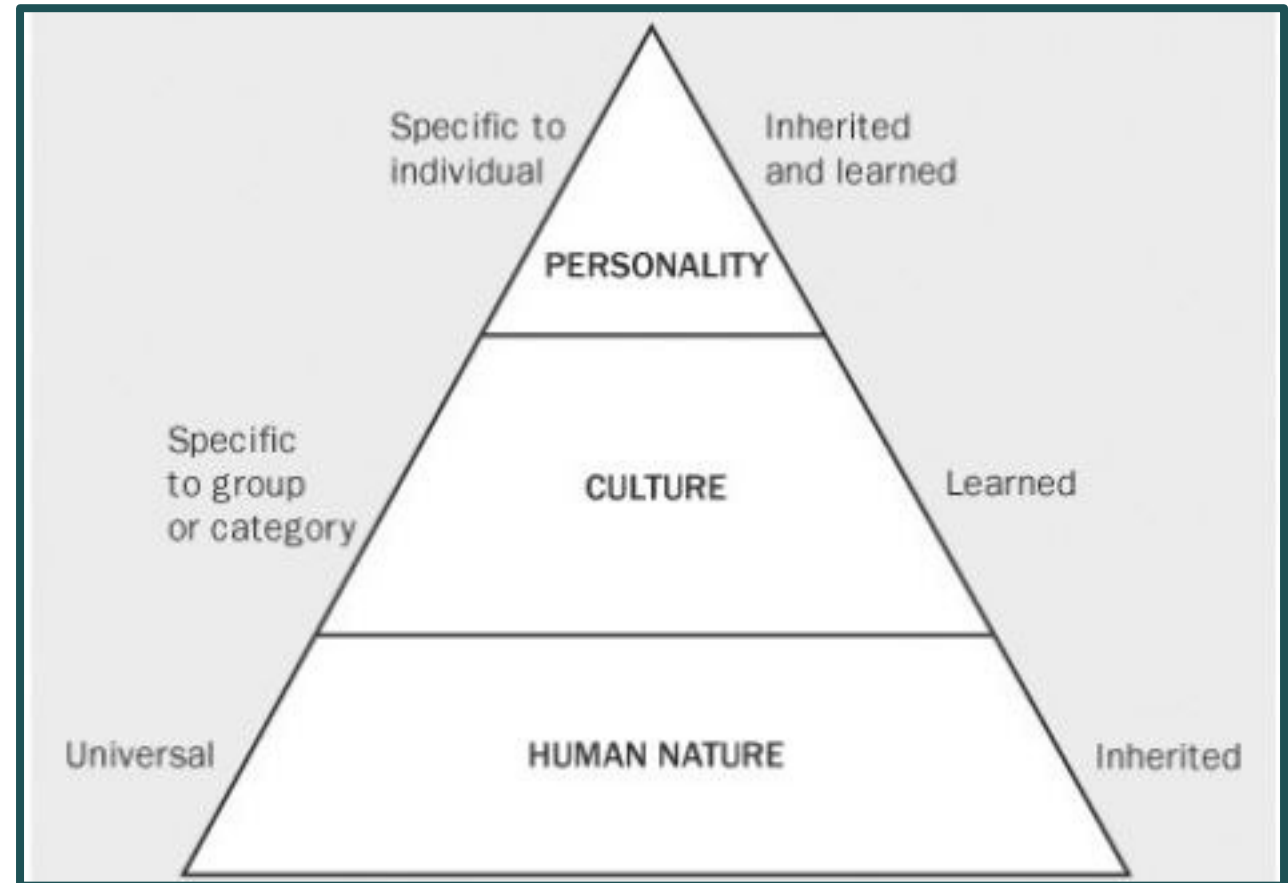


Why National Culture Matters



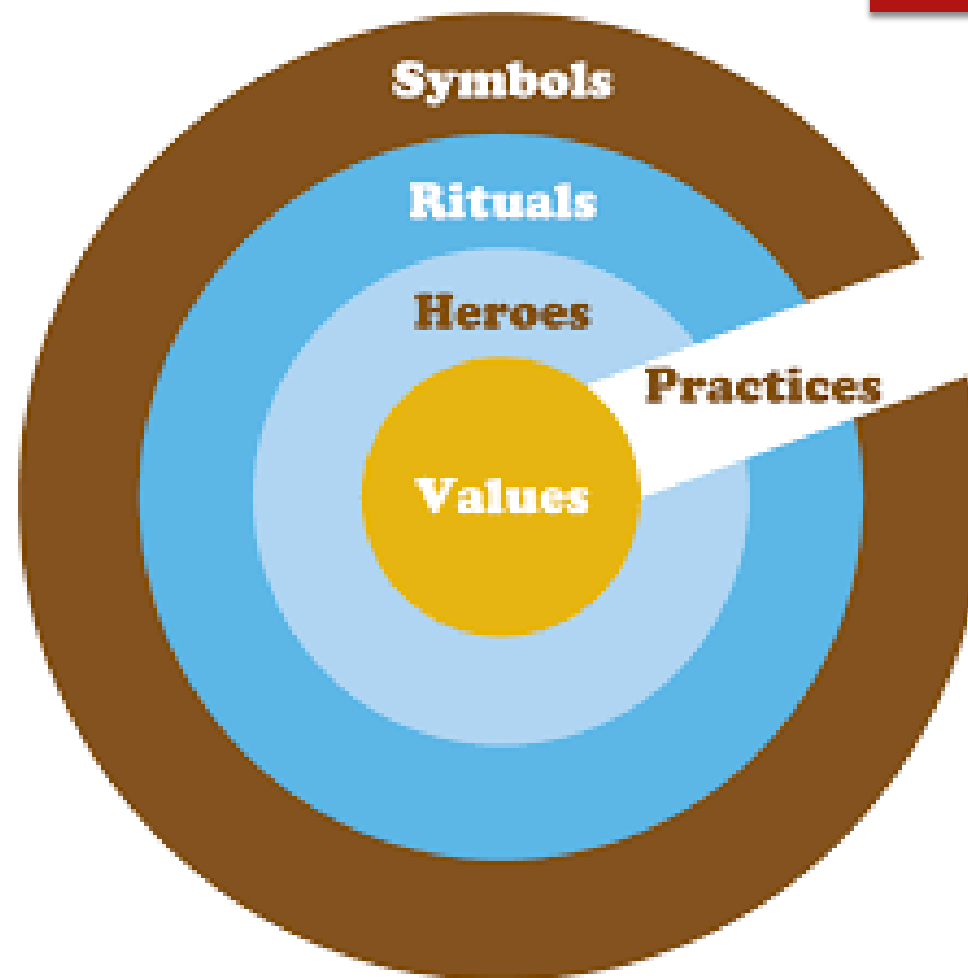
Mental Programming

- ▶ Culture is learned, not innate
- ▶ Collective programming of the mind
- ▶ Culture reproduces itself



Levels of Depth of Culture

- ▶ Values is the "core" of culture
- ▶ Heros: individuals who model characteristics
- ▶ Rituals: collective activities
- ▶ Symbols: words, gestures, pictures
- ▶ Practices are what are visible to those outside the culture

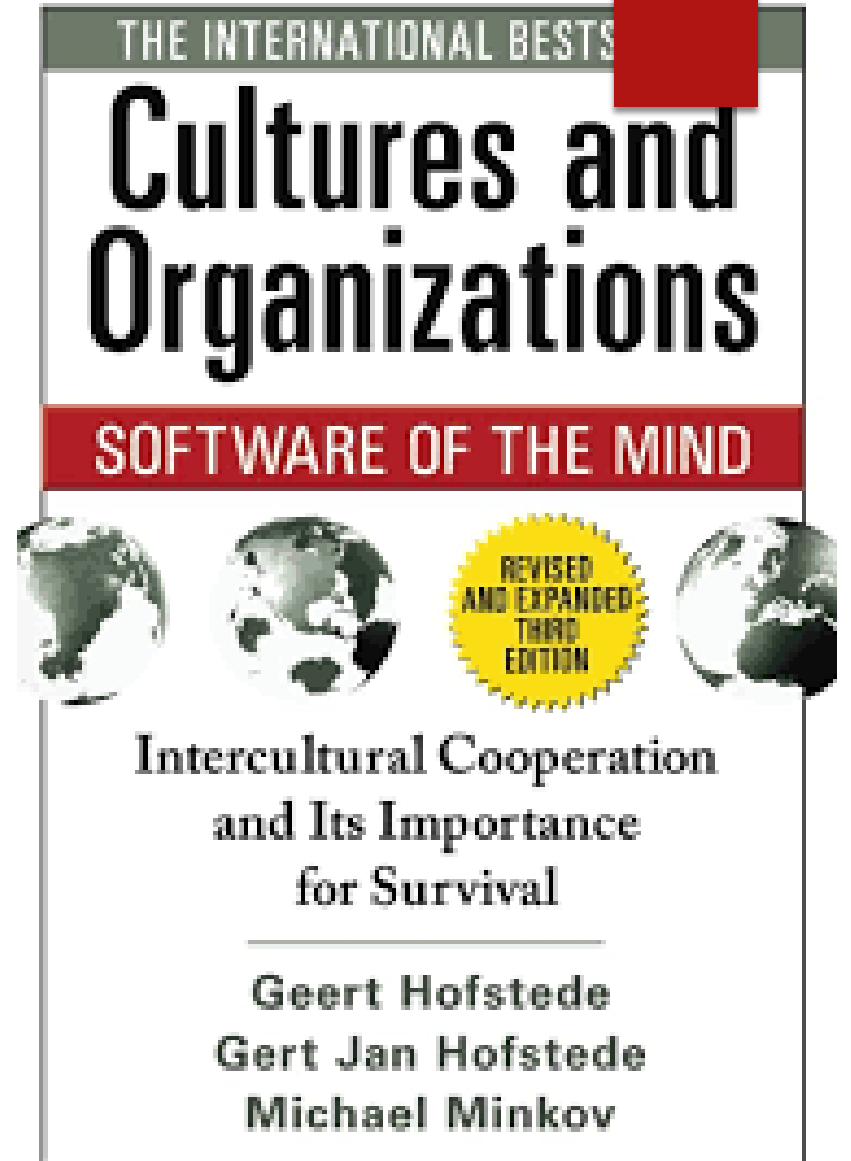


These levels also apply to a Nuclear Security Culture

Geert Hofstede

- ▶ “Father of National Culture”
- ▶ European Research Consultant
- ▶ Began with IBM Corp and 40 countries

- ▶ “Societal, national and gender cultures, which children acquire from their earliest youth onwards, are much deeper rooted in the human mind than occupational cultures acquired at school, or than organizational cultures acquired on the job.”

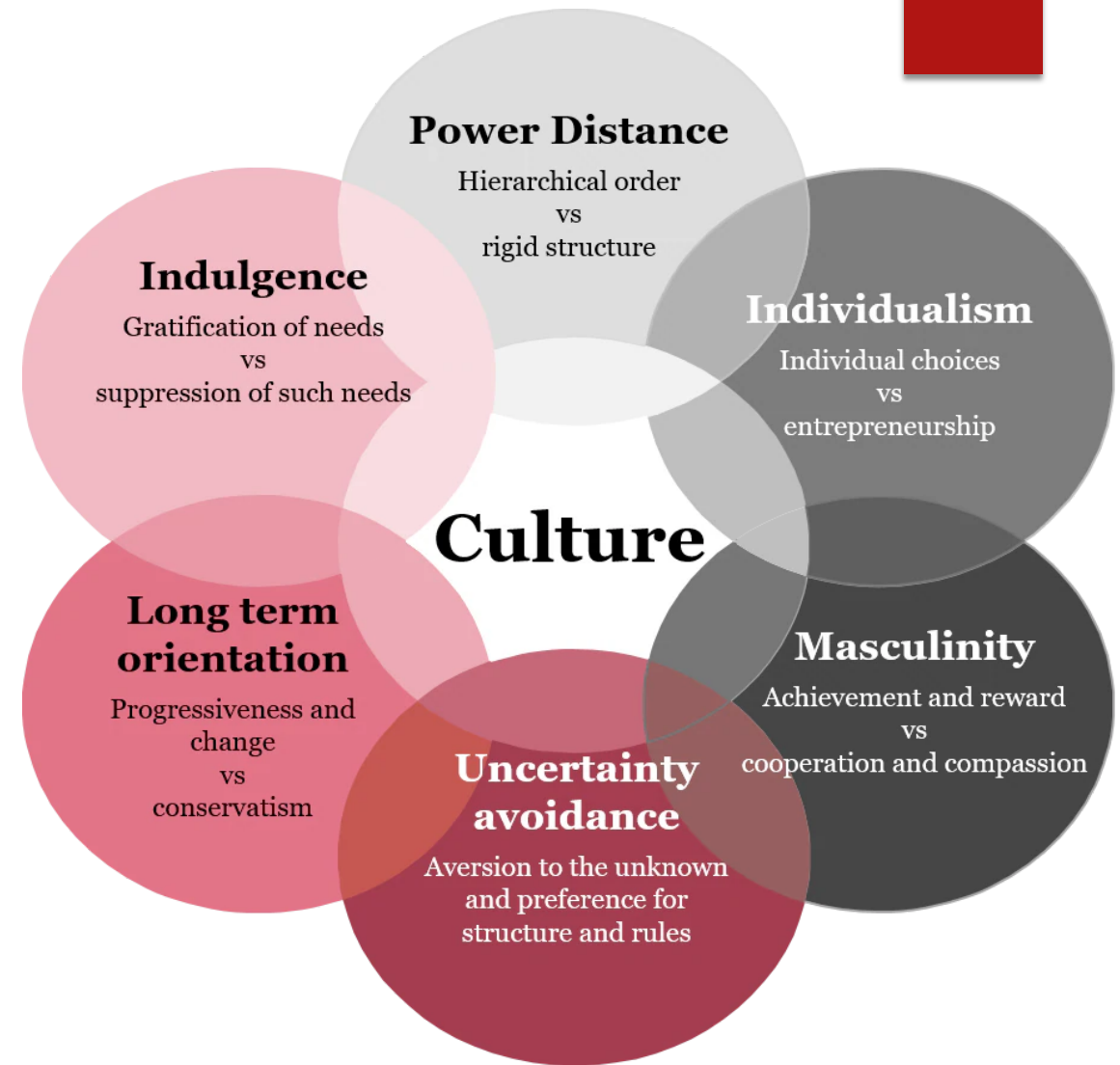


Dimensions of National Cultures

- ▶ What problems are common to all societies?
 - ▶ Relation to authority
 - ▶ Conception of self – in particular
 - ▶ The relationship between individual and society
 - ▶ The individual's concept of masculinity and femininity
 - ▶ Ways of dealing with conflict, to include the role of aggression and the expression of feelings

Hofstede's Six Dimensions of National Culture

- ▶ Power Distance
- ▶ Individualism versus Collectivism
- ▶ Masculinity and Femininity
- ▶ Uncertainty Avoidance
- ▶ Long- and Short-Term Orientation
- ▶ Indulgence versus Restraint



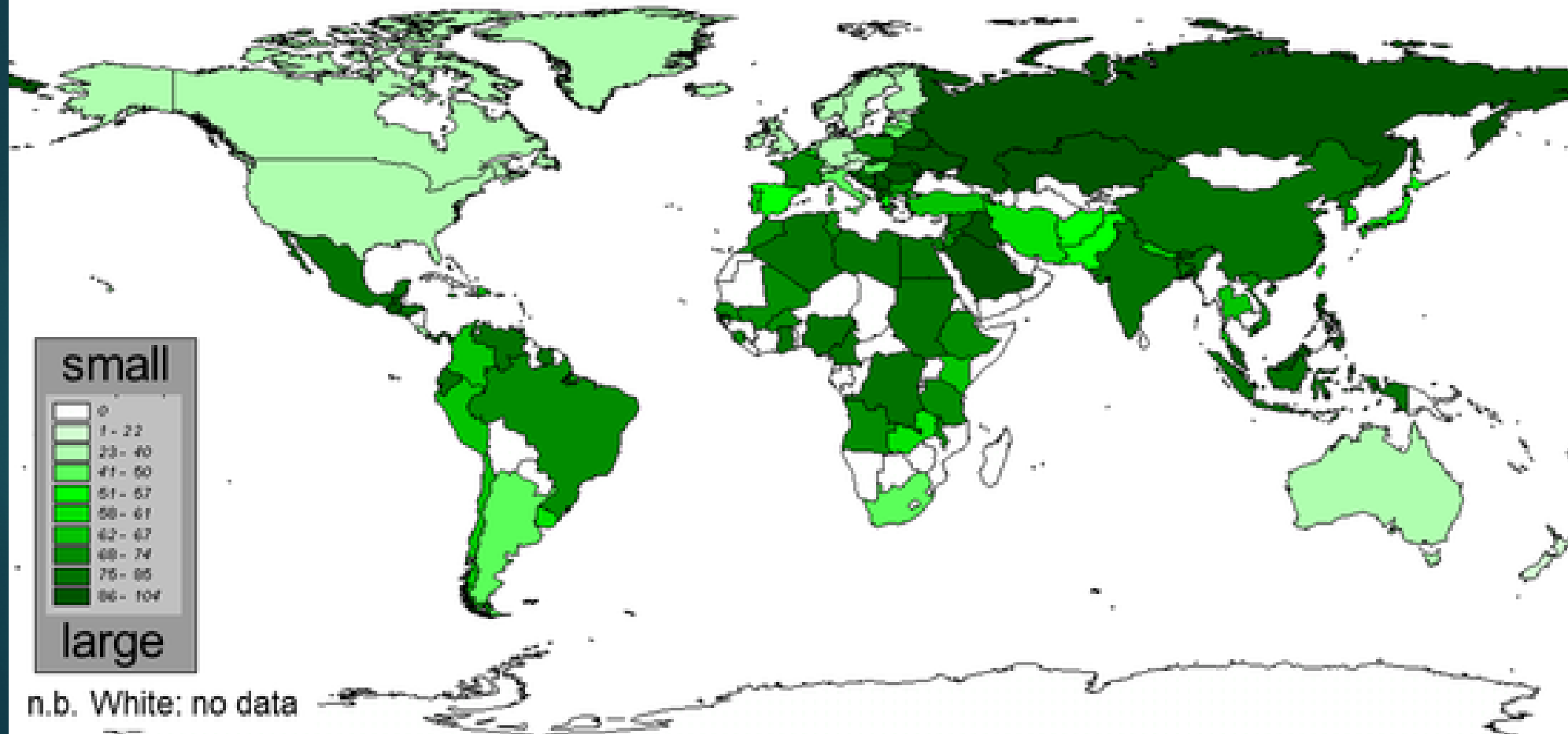
Power Distance

- ▶ Definition: **The extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally**
- ▶ The smaller the power distance the less the dependence on authority; consultation is preferred
- ▶ The larger the power distance the greater the dependence of subordinates on bosses; less likelihood that subordinates will contradict their bosses directly (regardless of rules and laws)

In the workplace

- LPDI: Subordinates expect to be told what to do; contact should be initiated by superior; older superiors are more respected; Focus on compliance; checklist discipline
- SPDI: Subordinates and superiors are more equal; hierarchy is established for convenience

Power Distance World map



Country	Power Distance Index
Mexico	81
China	80
Saudi Arabia	80
Indonesia	78
India	77
Singapore	74
Brazil	69
France	68
Hong Kong	68
Poland	68
Turkey	66
Belgium	65
Thailand	64
Taiwan	58
Czech Republic	57
Spain	57
Japan	54
Italy	50
Argentina	49
South Africa	49
United States	40
Netherlands	38
Australia	36
Germany	35
United Kingdom	35
Switzerland	34
Finland	33
Norway	31
Sweden	31
Ireland	28
New Zealand	22
Denmark	18
Israel	13
Austria	11

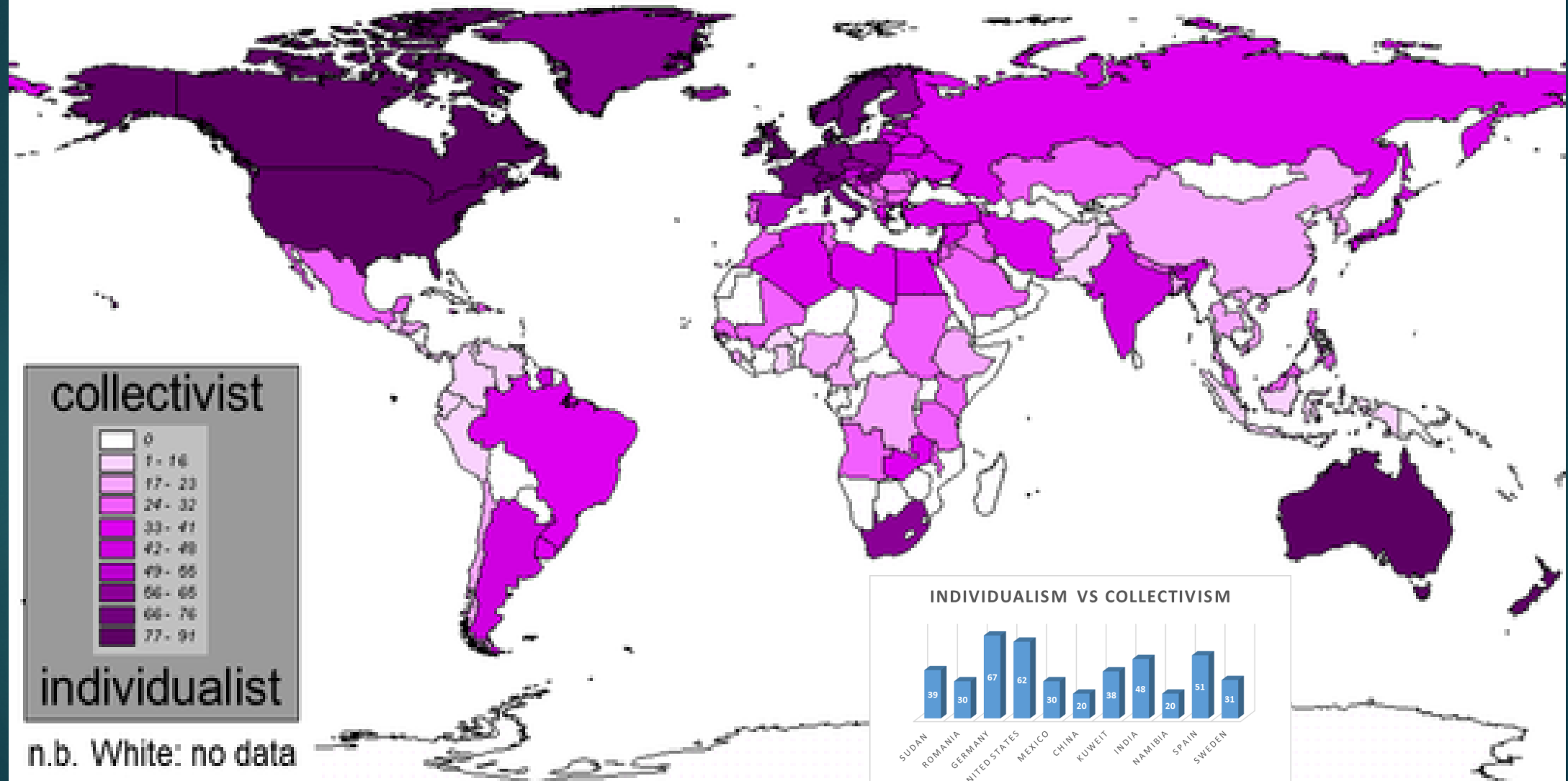
Individualism vs Collectivism

- ▶ Definitions:
 - ▶ **Individualism: societies where the ties between individuals are loose: everyone is expected to look after oneself and their immediate family.**
 - ▶ **Collectivism: societies where people from birth onward are integrated into strong in-groups, throughout their lifetime continue to protect them in exchange for unquestioning loyalty**
- ▶ Collectivism is the norm; individual is the exception globally
- ▶ Individualists value trustworthiness, strong opinions, silence is abnormal
- ▶ Collectivists: opinions are formed by the group; harmony is essential, “no” is seldom used; shame is avoided

In the workplace

- Collectivist: earnings are often shared with family; preference is given to hiring relatives; trust should be established before business; employees will rarely speak up individually
- Individualist: tasks prevail over personal relationship; comfortable sharing and receiving feedback from superiors

Collectivism – Individualism World map



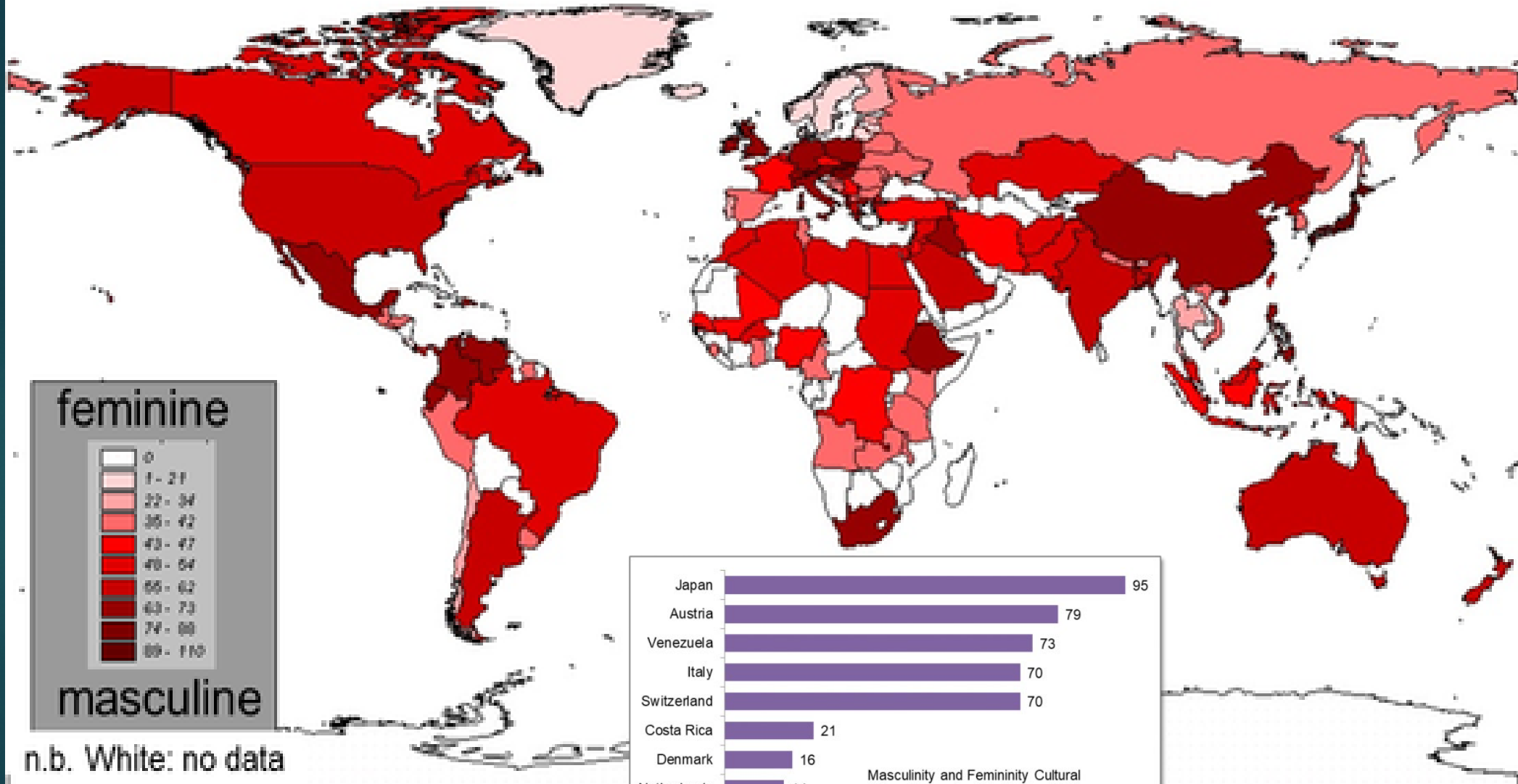
Masculinity and Femininity

- ▶ Definition: **Associated with gender roles**
 - ▶ **Masculine cultures: men are expected to be assertive, tough, and focused on material success; women are to be modest, tender, and focused on quality of life**
 - ▶ **Feminine cultures: emotional gender roles overlap: both men and women are expected to be modest, tender, and focused on quality of life**
- ▶ Feminine cultures: Men cooperate and do not compete; assertive behavior is ridiculed; parents share earning potential; homosexuality is accepted

In the workplace

- Masculine: Management is decisive and aggressive; strongest wins in conflicts, people live to work, careers are required for men and optional for women
- Feminine: Preference for smaller organizations, leisure time is valued over money; management by consensus; greater share of women in professional jobs

Femininity - Masculinity World map



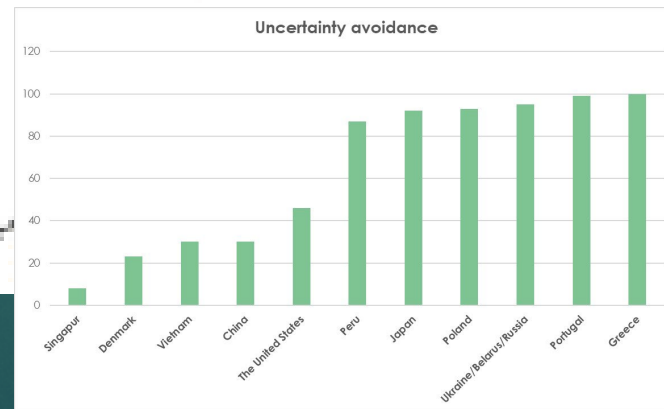
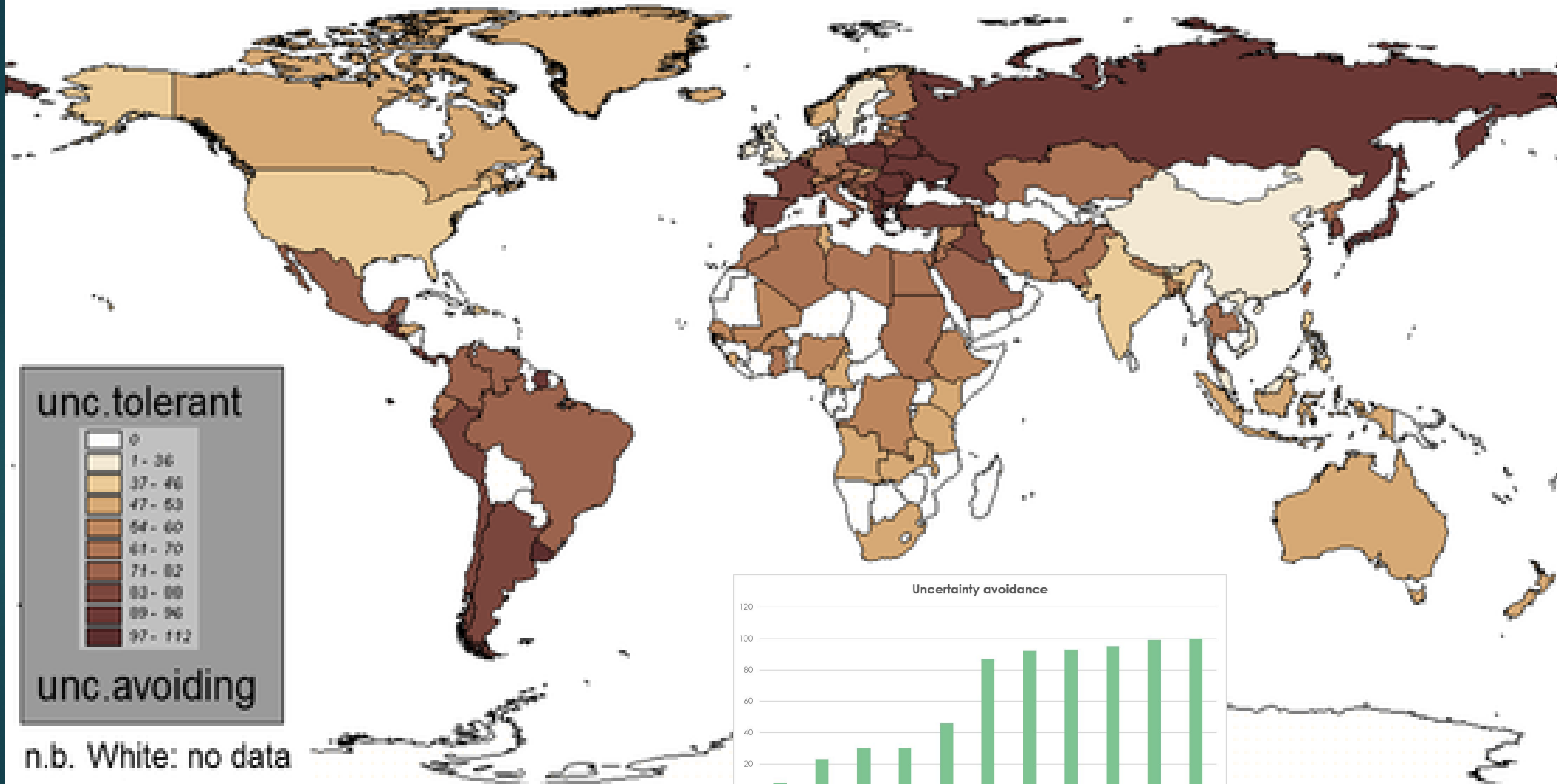
Uncertainty Avoidance

- ▶ Definition: **The extent to which the members of a culture feel threatened by ambiguous or unknown situations**
- ▶ High UA cultures experience greater anxiety levels; and higher average alcohol consumption; higher neuroticism (especially in masculine cultures); expect teachers to have all the answers; have more laws; Xenophobic; different is dangerous
- ▶ Lower UA cultures can appear lazy, dull or easygoing; lower sense of urgency; greater tolerance for different ethnicities and foreigners

In the workplace

- High UA: Seek longer-term employment; more internal regulations and control; employees seek structure; seek more expertise; slower to innovate, but stronger at implementation; top managers engage with daily operations
- Low UA: Ambiguity & chaos can bring creativity; top managers engage with strategy

Uncertainty Avoidance World map



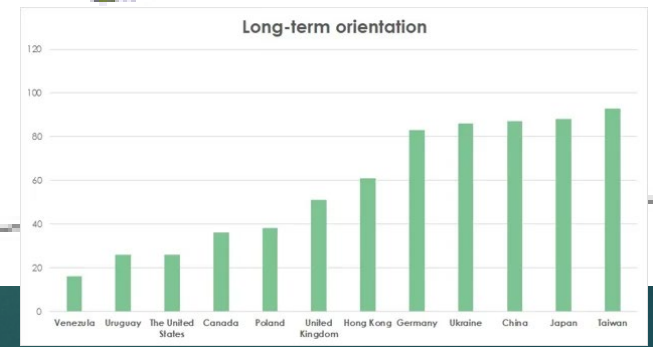
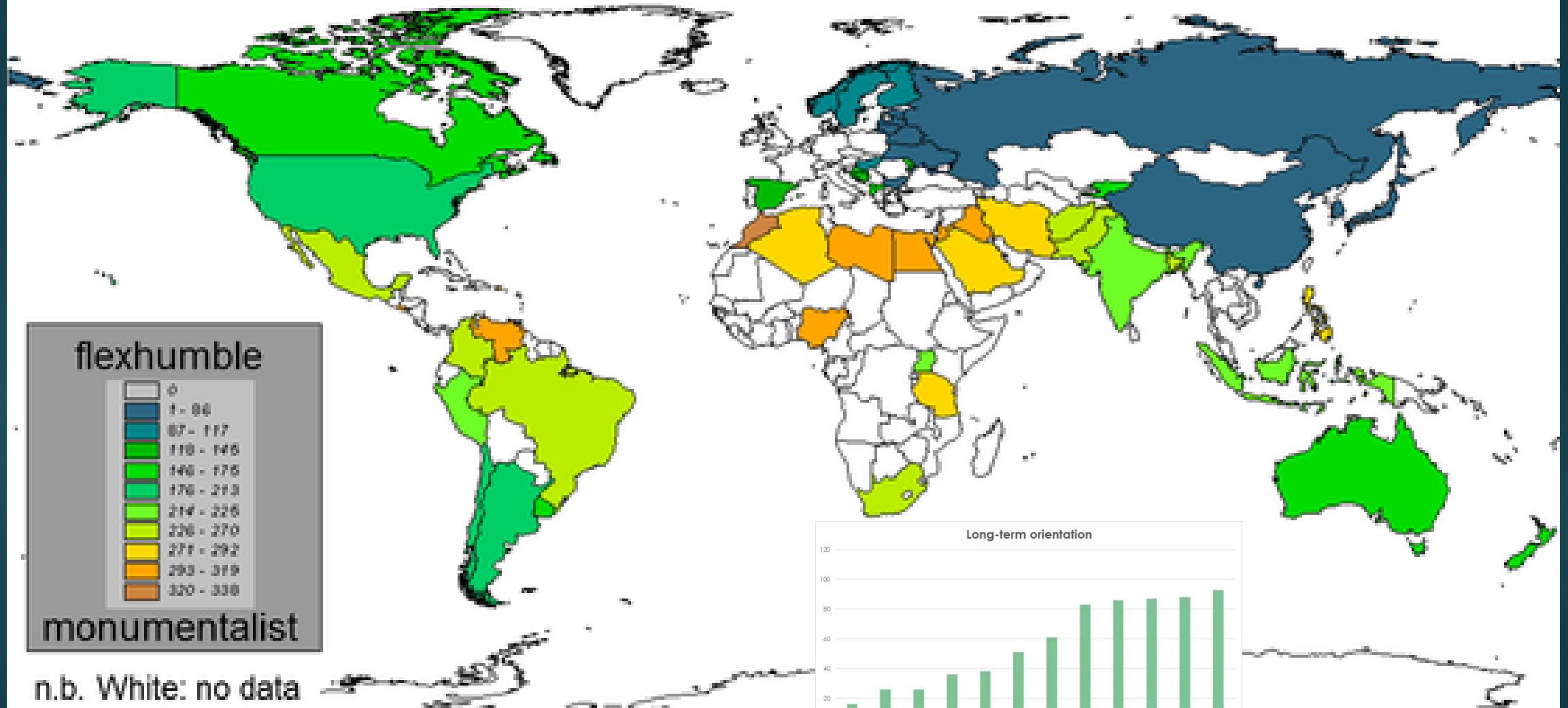
Long- and Short-term Orientation

- ▶ Definition: **Tied to Confucian values**
 - ▶ **Long-term: fostering virtues oriented toward future rewards – perseverance & thrift**
 - ▶ **Short-term: fostering virtues related to the past and present – respect for tradition, preservation of “face”, and fulfilling social obligations**
- ▶ Tied to self-restraint and delayed gratification; long-term versus quick-term results
- ▶ LTO: Old age is a happy time, strong sense of shame; willing to give up self for a purpose; leisure time is not important
- ▶ STO: Social pressure to spend money; leisure is important

In the workplace

- LTO: Value learning and education, honesty and self discipline; owners and workers have same goal; attribute success and failure to effort; focused on market position
- STO: Value achievement and autonomy; individual award based on abilities; attribute success and failure to luck; focused on bottom-line

Short-term orientation (Monumentalism) – Long-term orientation (Flexhumility) World map (based on WVS)



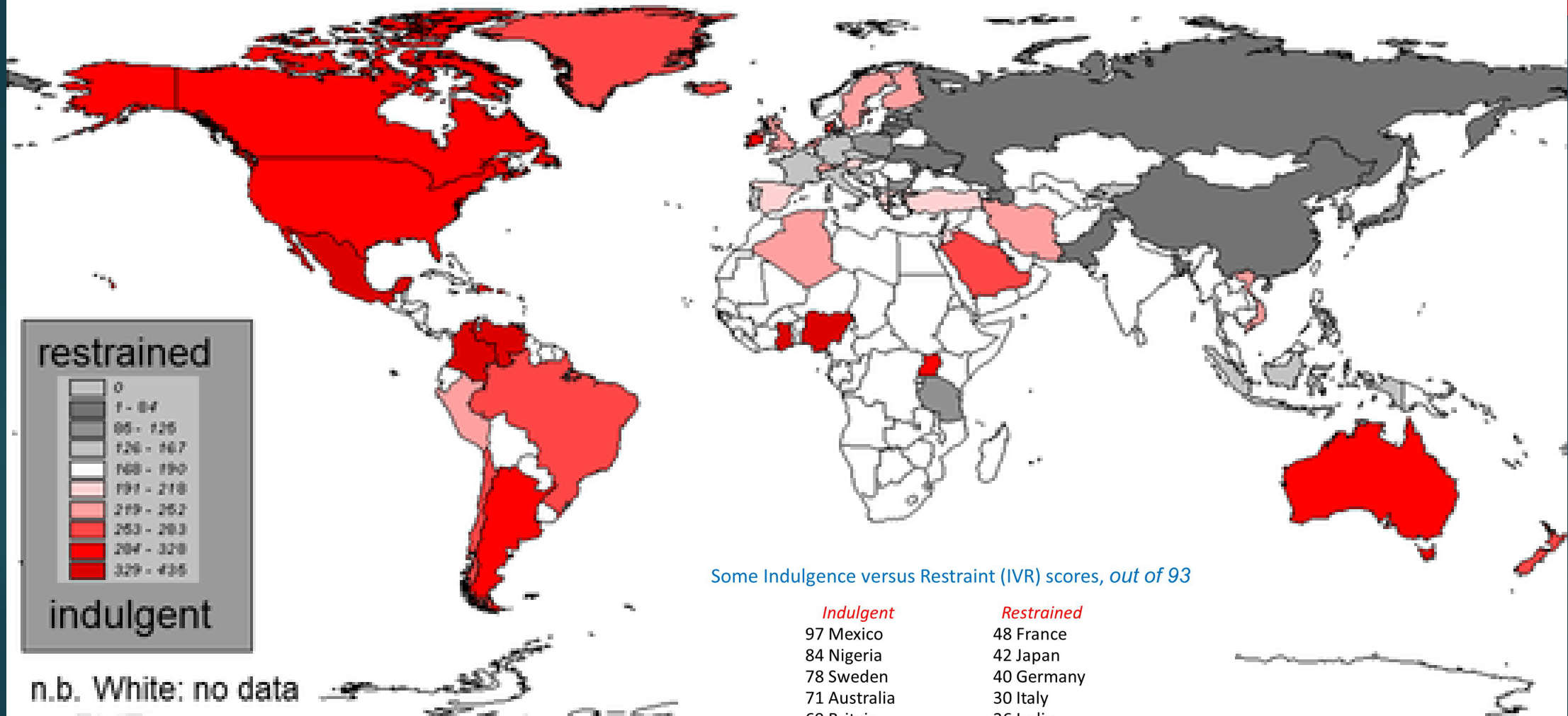
monumentalist

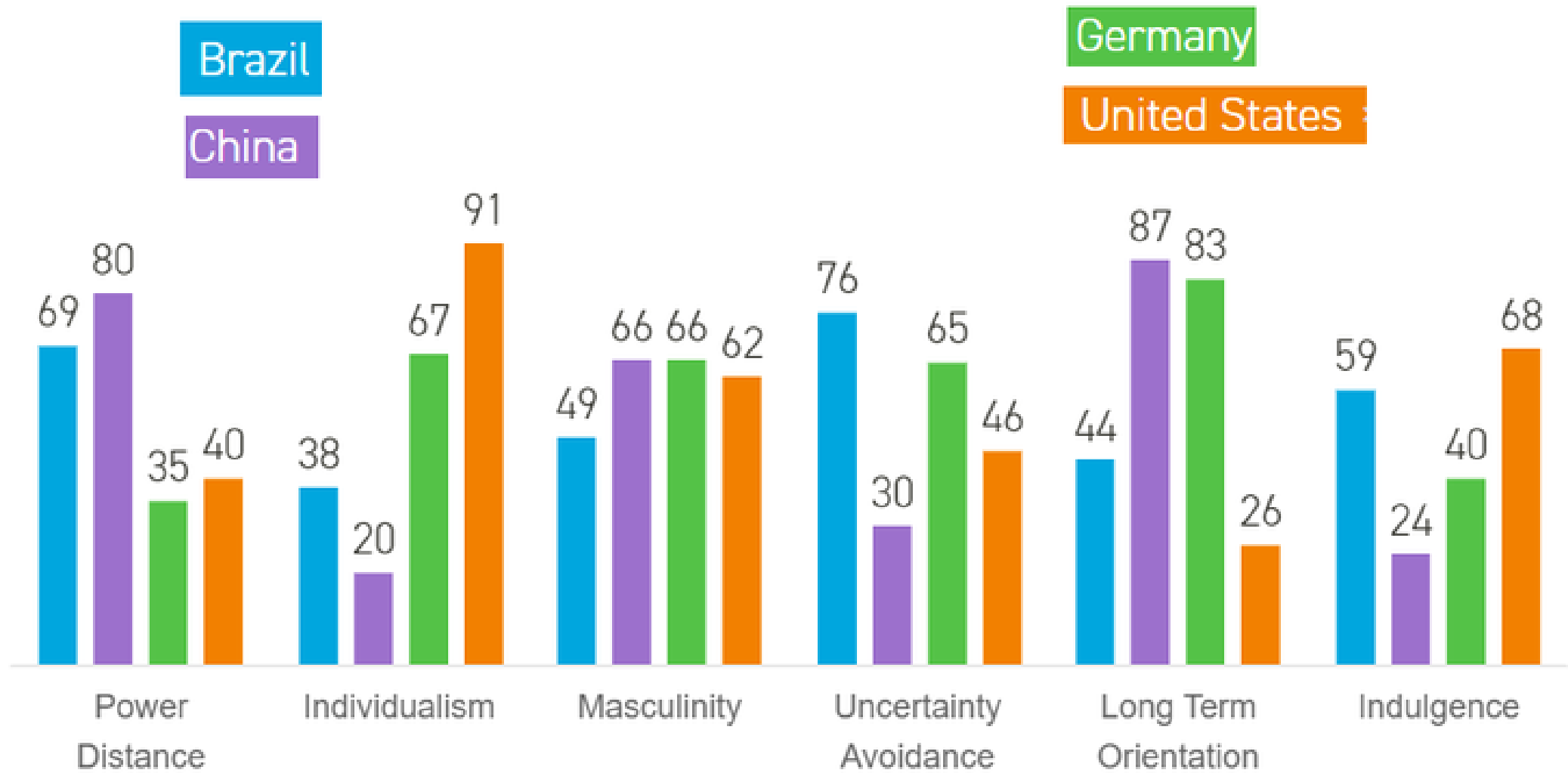
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Indulgence versus Restraint

- ▶ Definition: **Related to happiness, life control, and importance of leisure**
 - ▶ **Indulgence: a tendency to allow relatively free gratification of basic and natural human desire in effort to enjoy life and have fun**
 - ▶ **Restraint: a conviction that gratification needs to be curbed and regulated by strict social norms**
- ▶ Cultures who are more indulgent are generally happier regardless of economic situation and report higher levels of personal health
- ▶ Indulgent: Friends are important; higher optimism; positive attitude; more extroverted
- ▶ Restraint: Happiness is not within personal control; smiling is suspect; fewer foreign contacts

Indulgence - Restraint World map (based on WVS)





WINS International Best Practice Guide – Nuclear Security Culture

- ▶ In a strong security culture an employee will:
 - ▶ Report an anomaly or suspicious behavior unhesitatingly to their superiors
 - ▶ Openly own up to mistakes
 - ▶ Share ideas of suggestions for improvement with managers and colleagues

How might these requirements be difficult to implement based on National Culture?

<p>ASSESS Assess societal culture for strengths, weaknesses & risks in nuclear security best practices.</p> <p>Identify specific cases where cultural beliefs, values, or behaviors contributed to a safety or security breach to share in reinforcement training.</p>	<p>ADAPT OR CLARIFY Consider where practices have flexibility to be adapted for cultural relevance.</p> <p>Identify where practices are not flexible & create specific task and behavioral clarity in procedures to eliminate cultural interpretations.</p> <p>Emphasize training practice for behaviors outside of cultural norms.</p>	<p>LEAD ORGANIZATIONAL CULTURE CHANGE Ensure alignment between societal, organizational and nuclear cultures in training, leadership development, and systems and processes.</p> <p>This may involve creating psychological and other safety mechanisms for behaviors that run counter to local culture and could result in harm or retribution.</p>	<p>BUILD CROSS-CULTURAL SKILLS IN ORGANIZATION Cross-cultural skilling for all constituents who interact across cultures will strengthen ability to recognize and respond to differences that may impact safety and security.</p> <p>Ongoing practice through drills, case studies, dialogues and simulations will keep skills sharp as diverse constituents and partners change over time.</p>
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Framework to Strengthen Nuclear Security Culture

Discussion & Questions





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