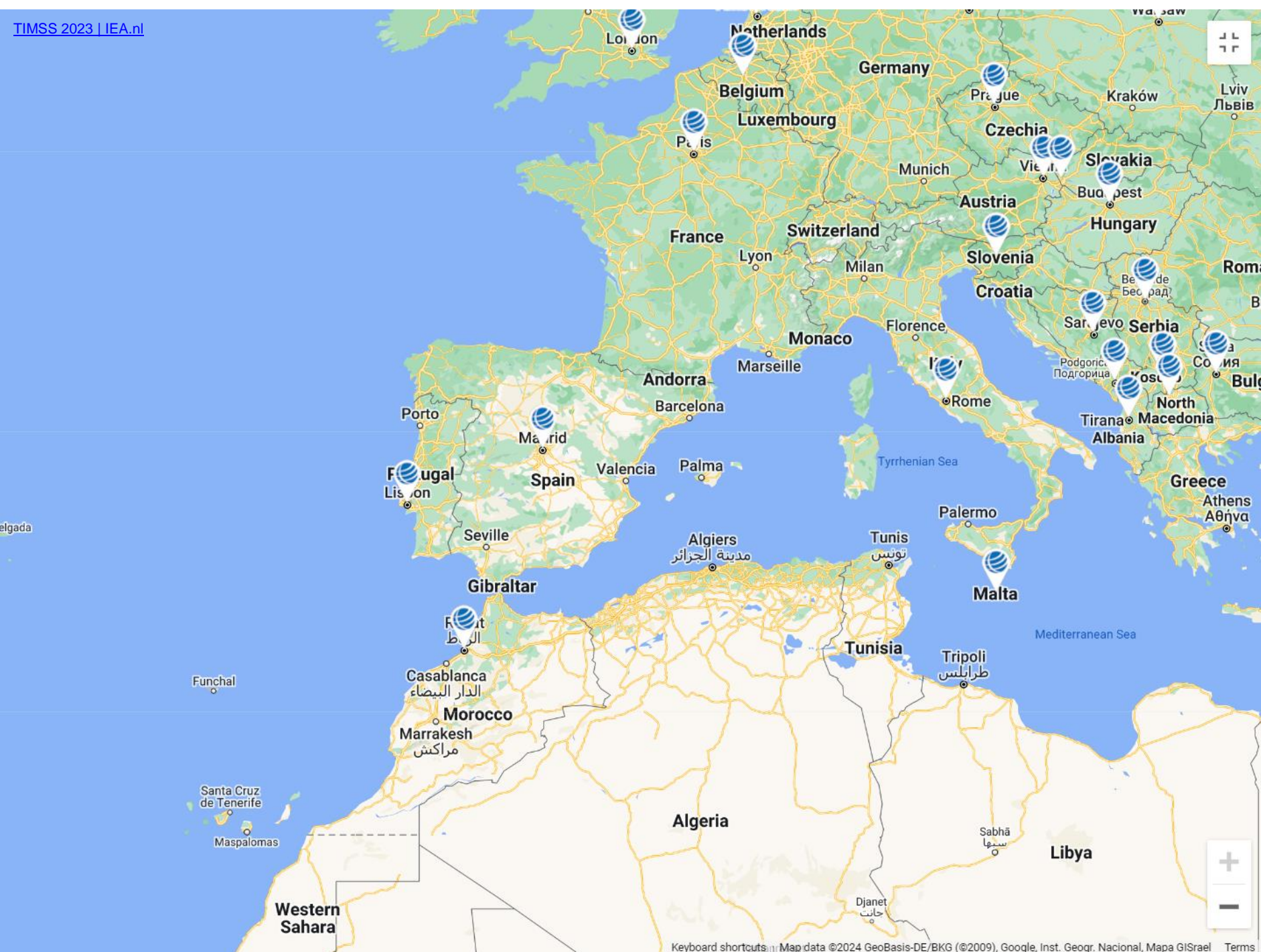
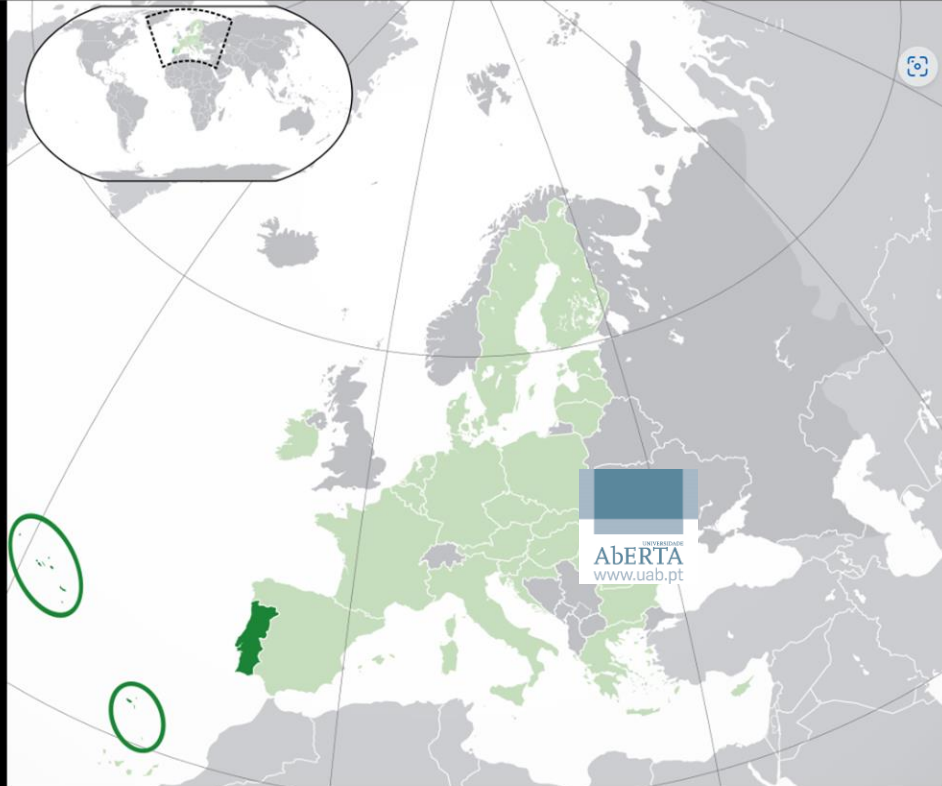


Perspectives on education in Portugal

Teresa Cardoso







(Dark-Green) Portugal. **(Light-Green)** The rest of the [European Union \(EU\)](#). **(Dark-gray)** The rest of [Europe](#). **(Light-gray)** The surrounding region. See also: [Category:SVG locator maps of countries in European Union \(gray and green scheme\)](#) [Category:SVG locator maps of countries of Europe \(gray and green scheme\)](#)

[More details](#)

[EU-Portugal.svg](#): NuclearVacuum derivative work: Pethrus (talk) - EU-Portugal.svg

CC BY-SA 3.0


[Translate this page](#)
[Home](#) > [Welcome to Eurydice](#) > [National Education Systems](#) > [Overview](#)

Eurydice

[Home](#) | [Youth Wiki](#) | **Eurydice** | [Mobility Scoreboard](#)


Portugal

Overview

Last update: 28 March 2024

English ▾

Export PDF

On this page

1. Key features of the education system
 - Governance
 - Organisation and structures
 - Important challenges
 - Teaching profession
2. Stages of the education system
 - Pre-school education (ISCED 0)
 - Basic education (ISCED 1 and 2)
 - Upper secondary education (ISCED 3)
 - Post-secondary non-higher education (ISCED 4)
 - Higher education (ISCED 5 – 8)
 - Adult education and training
3. Structure of the national education system
4. Useful links
 - Common European reference tools provided by the Eurydice Network
 - Other links

Key features of the education system

Governance

Education in Portugal is organised according to the democratic principles established by the Constitution of the Republic (1976), particularly the freedom to teach and learn (Art. No 43), as well as citizens' rights and duties of the state in this area (Art. No 73-77). These same principles were the foundation of the Education Act (1986), which defines educational objectives, structures and modes of organisation.

Table of Contents

[In other countries](#)

Overview

- > 1. Political, social and economic background and trends
- > 2. Organisation and governance
- > 3. Funding in education
- > 4. Early childhood education and care
- > 5. Single-structure primary and lower secondary education
- > 6. Upper secondary and post-secondary non-tertiary Education
- > 7. Higher education
- > 8. Adult education and training
- > 9. Teachers and education staff
- > 10. Management and other education staff
- > 11. Quality assurance
- > 12. Educational support and guidance
- > 13. Mobility and internationalisation
- > 14. Ongoing reforms and policy developments



Both vocational education and training, as well as adult education and training are the joint responsibility of the Ministry of Education and the [Ministry of Labour, Solidarity and Social Security](#) (Ministério do Trabalho, Solidariedade e Segurança Social – MTSSS). The duties of these ministries are undertaken by departments that are part of direct state administration, indirect state administration bodies, advisory bodies, and other organisations and entities within state-owned enterprises.

The school network is organised into [school clusters](#) and non-clustered schools, which have with their own administration and management bodies. They are made up of pre-school establishments, plus one or more teaching levels and cycles that share a common pedagogical project.

The [Ministry of Education](#) is responsible for managing the network of pre-school establishments, as well as basic and upper secondary schools. School clusters enjoy some autonomy in terms of pedagogy, managing teaching schedules and non-teaching staff. A number of recently implemented reforms have extended cluster autonomy to curriculum management ([Decree-Law No 55/2018, 6 July](#)), promoting decentralisation, assigning responsibilities to municipalities regarding investment, equipment and the maintenance of school buildings, provision of meals in establishments and management of non-teaching staff ([Decree-Law No 21/2019, 30 January](#)).

Higher education institutions enjoy scientific, pedagogical, cultural and disciplinary autonomy ([Law No 62/2007, 10 September](#)).

In the Autonomous Regions of the Azores and Madeira, the regional governments are responsible for defining national education policy in terms of a regional plan and managing human, material and financial resources, via the respective Regional Secretariats for Education.

English

Export PDF

Table of Contents

In other countries

Overview

- > 1. Political, social and economic background and trends
- > 2. Organisation and governance
- > 3. Funding in education
- > 4. Early childhood education and care
- > 5. Single-structure primary and lower secondary education
- > 6. Upper secondary and post-secondary non-tertiary Education
- > 7. Higher education
- > 8. Adult education and training
- > 9. Teachers and education staff
- > 10. Management and other education staff



The learning curve: lessons in country performance in education

This report is part of a wide-ranging program of quantitative and qualitative analysis, entitled 'The learning curve'. It seeks to further understanding of what leads to successful educational outcomes, both economic and social. The report outlines the main findings from the analysis of a large body of internationally comparable education data, the Learning Curve Data Bank (LCDB). First compiled in 2012, the LCDB has been updated in early 2014 to include, among other indicators, the latest test results from: the Progress in International Reading Literacy Study (PIRLS); the Trends in Internatio... [Show more](#)




Authors: [Kielstra, Paul](#); [McCauley, Denis](#)

Published: London, England, Pearson, 2012

Resource type: Report, paper or authored book

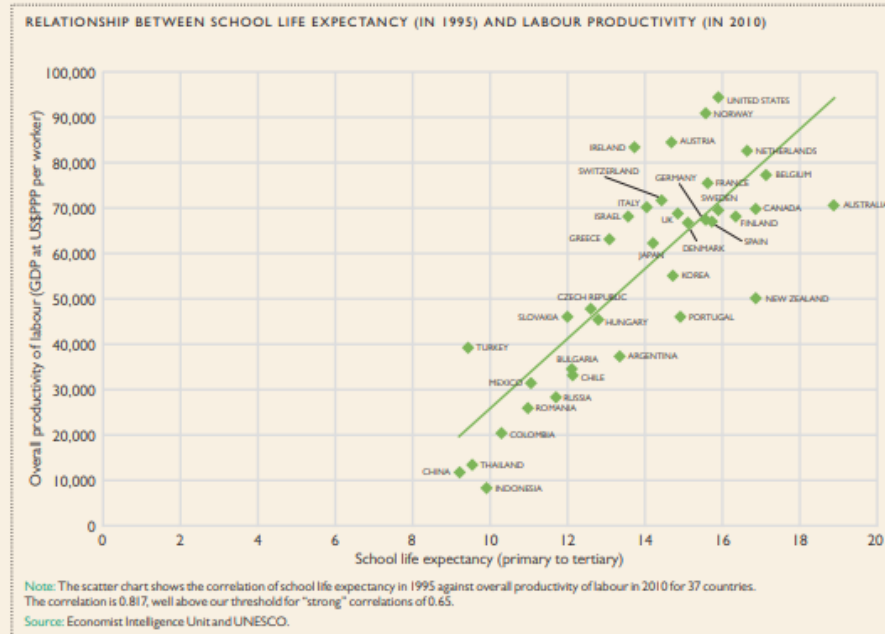
Physical description: 49 p.

Access item:

https://web.archive.org/web/20140512205104/http://thelearningcurve.pearson.com/content/download/bankname/components/filename/FINALLearningCurve_Final.pdf 

[Show more](#)





More complicated than quality is the question of what sort of content in an education system will yield the best labour market and economic outcomes. For example, some countries prize strong vocational school programmes while others prefer more unified systems. One advocate of vocational education is Professor Schwartz, who says of the US that "having a system focused entirely on preparing students for four-year colleges and universities is a major problem. Only 30% of young Americans actually get a four-year degree by their mid-twenties, and many of those wind up in jobs that didn't require a degree. The consequence of not having a strong post-secondary vocational system is that most young Americans reach their mid-twenties without the skills and credentials needed for success in a technology-driven economy."

Mr Angula, whose country is looking to bolster its vocational education system, adds that systems "need to create linkages between the school and the community, and the school and the economy, so that education should have a meaning in the context that it is practised. Sometimes it is hard for students to apply their knowledge or skills." Without seeing any relevance, they might simply leave education.

[PT](#) [EN](#)

Pesquisar

[Pesquisa avançada](#)[Primeiro-Ministro](#) [Governo](#) [Área de Governo](#) [Comunicação](#) [Portugal](#)

Comunicados

[Página Inicial](#) > [Comunicação](#) > [Comunicados](#)

2023-05-16 às 10h16

Apresentação de resultados PIRLS 2021

Avaliação da Literacia de Leitura – Portugal

O PIRLS constitui um exercício de avaliação da Literacia de Leitura realizado no final do 4º ano de escolaridade, sendo aplicado internacionalmente em dezenas de países, de 5 em 5 anos. Foi criado em 2001, tendo Portugal participado nas edições de 2011, 2016 e 2021.

Em 2021, este exercício transitou para o formato digital, mantendo, contudo, uma amostra em formato papel (bridge). Neste sentido, Portugal atinge uma pontuação de 531 nas provas em formato papel – ou seja mais 3 pontos que os registados em 2016 nesse formato (528). Nas provas em formato digital, realizadas pela primeira vez, Portugal obtém 520 pontos.

Assim, inverte-se em 2021 a quebra (menos 13 pontos) registada entre 2011 e 2016, nas provas em formato papel.

A diferença observada, em 2021, entre as provas em formato papel e as provas em formato digital (11 pontos), deve ser analisada no seu contexto. De facto, as provas digitais do PIRLS de 2021 correspondem mais propriamente à transposição de uma prova concebida em papel para o formato digital» do que a provas concebidas, de início, em formato digital» e para ambiente digital.



Apresentação de resultados PIRLS 2021

Avaliação da Literacia de Leitura - Portugal

O PIRLS constitui um exercício de avaliação da Literacia de Leitura realizado no final do 4º ano de escolaridade, sendo aplicado internacionalmente em dezenas de países, de 5 em 5 anos. Foi criado em 2001, tendo Portugal participado nas edições de 2011, 2016 e 2021.

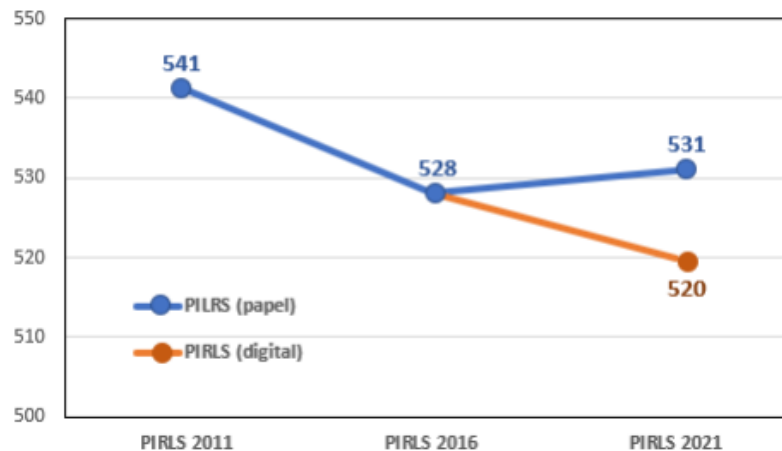
Em 2021, este exercício transitou para o formato digital, mantendo, contudo, uma amostra em formato papel (*bridge*). Neste sentido, Portugal atinge uma pontuação de 531 nas provas em formato papel - ou seja mais 3 pontos que os registados em 2016 nesse formato (528). Nas provas em formato digital, realizadas pela primeira vez, Portugal obtém 520 pontos.

Assim, inverte-se em 2021 a quebra (menos 13 pontos) registada entre 2011 e 2016, nas provas em formato papel.¹

¹ A escala do PIRLS oscila entre 300 e 700, valores que permitem estabelecer os seguintes patamares de resultados: 400- Baixo; 475- Intermédio; 550- Elevado; 625- Avançado.

[ficheiro.aspx \(portugal.gov.pt\)](https://portugal.gov.pt/ficheiro.aspx)

Evolução do resultado de Portugal no PIRLS entre 2011 e 2021
(Literacia de Leitura – 4º ano de escolaridade)



A diferença observada, em 2021, entre as provas em formato papel e as provas em formato digital (11 pontos), deve ser analisada no seu contexto. De facto, as provas digitais do PIRLS de 2021 correspondem mais propriamente à transposição de uma prova concebida em papel para o formato digital» do que a provas concebidas, de início, em formato digital» e para ambiente digital.

Estas diferenças relacionam-se, por exemplo, com o recurso a textos mais longos, visualizados em computador, face aos que se utilizam em provas concebidas em ambiente digital. Além de uma organização das questões que nem sempre permite visualizar em simultâneo os textos e as questões (obrigando, por exemplo, a voltar atrás).

Este formato difere das provas de aferição nacionais, que são concebidas de raiz para formato digital, possibilitando a consulta de textos enquanto são apresentadas as questões. São, pois, concebidas em formato digital e preparadas para funcionar em ambiente digital.

TRENDS IN INTERNATIONAL MATHEMATICS AND SCIENCE STUDY (TIMSS)



IAP TIMSS NEW! TIMSS Stats in Brief: Changes in Score Gaps

Select Another IAP Study

TIMSS > About TIMSS > Participating Countries

Participating Countries

TIMSS Participating Countries

TIMSS Advanced Participating Countries

State and District Participation

Education system	1995		1999	2003		2007		2011		2015		2019		2023	
	4th grade	8th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade
Albania													●		●
Algeria						●	●								
Argentina		○			○										
Armenia				●	●	●	●	●	●	○	○	●		●	
Australia	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Austria	●	●				●		●				●			●
Azerbaijan								●				●		●	●
Bahrain					●		●	●	●	●	●	●	●	●	●

TRENDS IN INTERNATIONAL MATHEMATICS AND SCIENCE STUDY (TIMSS)



IAP TIMSS NEW! TIMSS Stats in Brief: Changes in Score Gaps Select Another IAP Study

TIMSS > About TIMSS > Participating Countries

Participating Countries

TIMSS Participating Countries | TIMSS Advanced Participating Countries | State and District Participation

Education system	1995		1999	2003		2007		2011		2015		2019		2023	
	4th grade	8th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade	4th grade	8th grade
Portugal	•	•						•		•		•	•	•	•

[TIMSS - Participating Countries \(ed.gov\)](https://nces.ed.gov/timss/participating-countries/)



TIMSS 2019 International Results in Mathematics and Science



DESTAQUES

O TIMSS 2019 é o sétimo ciclo de avaliação do TIMSS da IEA, *Trends in International Mathematics and Science Study*, e foi aplicado a amostras nacionais representativas de alunos dos 4.º e 8.º anos, em 64 países e 8 economias. O TIMSS tem sido aplicado de quatro em quatro anos desde 1995, proporcionando 24 anos de tendências sobre o desempenho global dos alunos a Matemática e a Ciências. Os resultados das avaliações TIMSS a Matemática e a Ciências baseiam-se em quadros conceptuais desenvolvidos de forma colaborativa entre os países e regiões participantes e abrange uma vasta gama de conteúdos de Matemática e de Ciências e de dimensões cognitivas. O estudo TIMSS inclui a aplicação de questionários a alunos e seus pais, professores e diretores de escolas, para recolher informação sobre os contextos de aprendizagem. Em conjunto, mais de 580.000 alunos participaram no TIMSS 2019, com questionários preenchidos por cerca de 310.000 pais, 19.000 diretores de escola, e 52.000 professores. Saiba mais sobre o [TIMSS 2019](#).

Resultados Obtidos a Matemática e a Ciências

Resultado global: Os países/economias da Ásia Oriental - Singapura, Taipé Chinês, República da Coreia, Japão, e Hong Kong ERA - foram os que obtiveram os melhores resultados. A Matemática, os cinco países do leste asiático, liderados por Singapura, superaram os outros países do TIMSS por margens substanciais no 4.º e 8.º ano. A Ciências, em ambos os anos de escolaridade, Singapura, Taipé Chinês, República da Coreia, e Japão também obtiveram um bom desempenho bem como a Rússia e a Finlândia.

MATEMÁTICA - 4.º ANO

Resultados Internacionais em Matemática (Pontuações Médias)



Os países da Ásia Oriental obtiveram os melhores resultados, por uma margem substancial

Singapura **625**
Hong Kong ERA **602** · República da Coreia **600** · Taipé Chinês **599** · Japão **593**
Rússia **567** · Irlanda do Norte **566** · Inglaterra **556** · Irlanda **548**
Letónia **546** · Noruega (5) **543** · Lituânia **542** · Áustria **539** · Países Baixos **538**
Estados Unidos da América **535** · República Checa **533** · Flandres (Bélgica) **532**
Chipre **532** · Finlândia **532** · **Portugal 525** · Dinamarca **525** · Hungria **523**
Turquia (5) **523** · Suécia **521** · Alemanha **521** · Polónia **520** · Austrália **516**
Arzerbaijão **515** · Bulgária **515** · Itália **515** · Cazaquistão **512** · Canadá **512**
Eslováquia **510** · Croácia **509** · Malta **509** · Sérvia **508** · Espanha **502**
Arménia **498** · Albânia **494** · Nova Zelândia **487** · França **485** · Geórgia **482**
Emirados Árabes Unidos **481** · Bahrein **480** · Macedónia do Norte **472**
Montenegro **453** · Bósnia e Herzegovina **452** · Catar **449** · Kosovo **444**
Irão **443** · Chile **441** · Omã **431** · Arábia Saudita **398**
Marrocos **383** · Koweit **383** · África do Sul (5) **374** · Paquistão **328** · Filipinas **297**

MATEMÁTICA - 8.º ANO

Resultados Internacionais em Matemática (Pontuações Médias)



Os países da Ásia Oriental obtiveram os melhores resultados, por uma margem substancial

Singapura **616** · Taipé Chinês **612** · República da Coreia **607**
Japão **594**
Hong Kong ERA **578**
Rússia **543** · Irlanda **524** · Lituânia **520** · Israel **519**
Austrália **517** · Hungria **517** · Estados Unidos da América **515** · Inglaterra **515**
Finlândia **509** · Noruega (9) **503** · Suécia **503** · Chipre **501** · **Portugal 500**
Itália **497** · Turquia (5) **496** · Cazaquistão **488** · França **483** · Nova Zelândia **482**
Bahrein **481** · Roménia **479** · Emirados Árabes Unidos **473** · Geórgia **461**
Malásia **461** · Irão **446** · Catar **443** · Chile **441**
Líbano **429** · Jordânia **420** · Egito **413** · Omã **411** · Koweit **403**
Arábia Saudita **394** · África do Sul (9) **389** · Marrocos **388**

[DestquesTIMSS2019_IAVE.pdf \(cnedu.pt\)](#)



OECD.org

Data

Publications

More sites

News

Job vacancies



> A to Z

Google Custom search

OECD Home

About

Countries

Topics

Ukraine



PISA 2022 results

Summary

Country notes

Resources

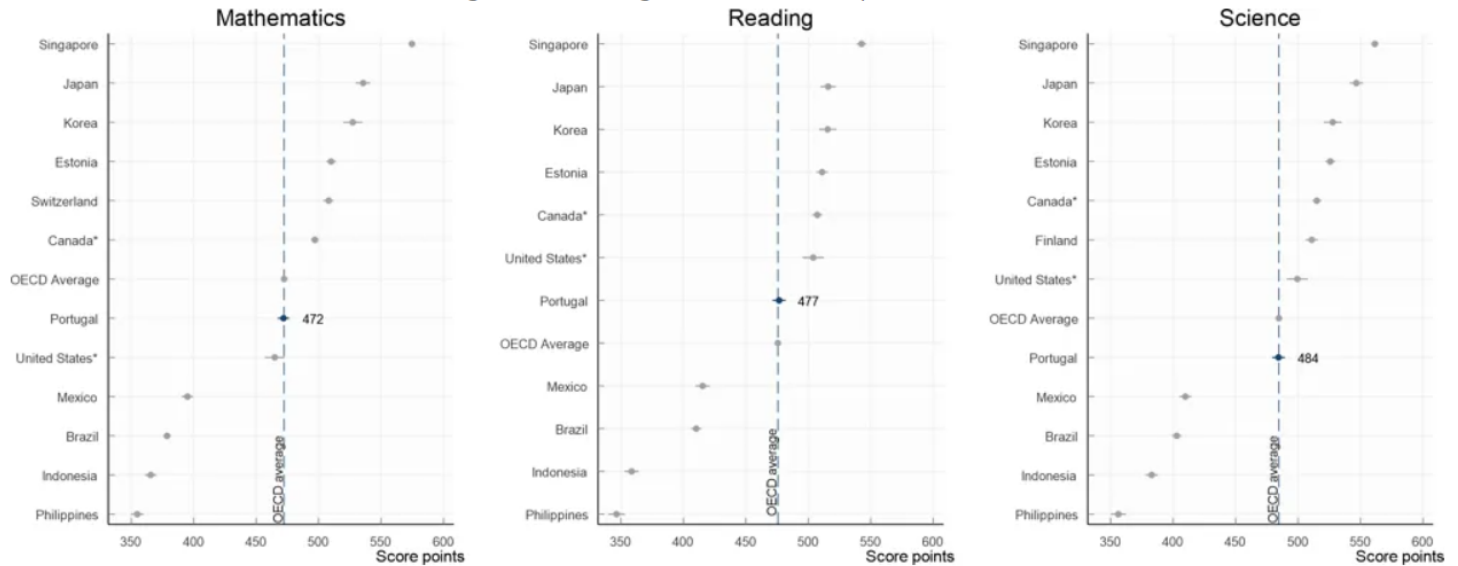
About PISA

Read the report



Figure 2. Mean performance in mathematics, reading and science in PISA 2022

Portugal, OECD average and selected comparison countries



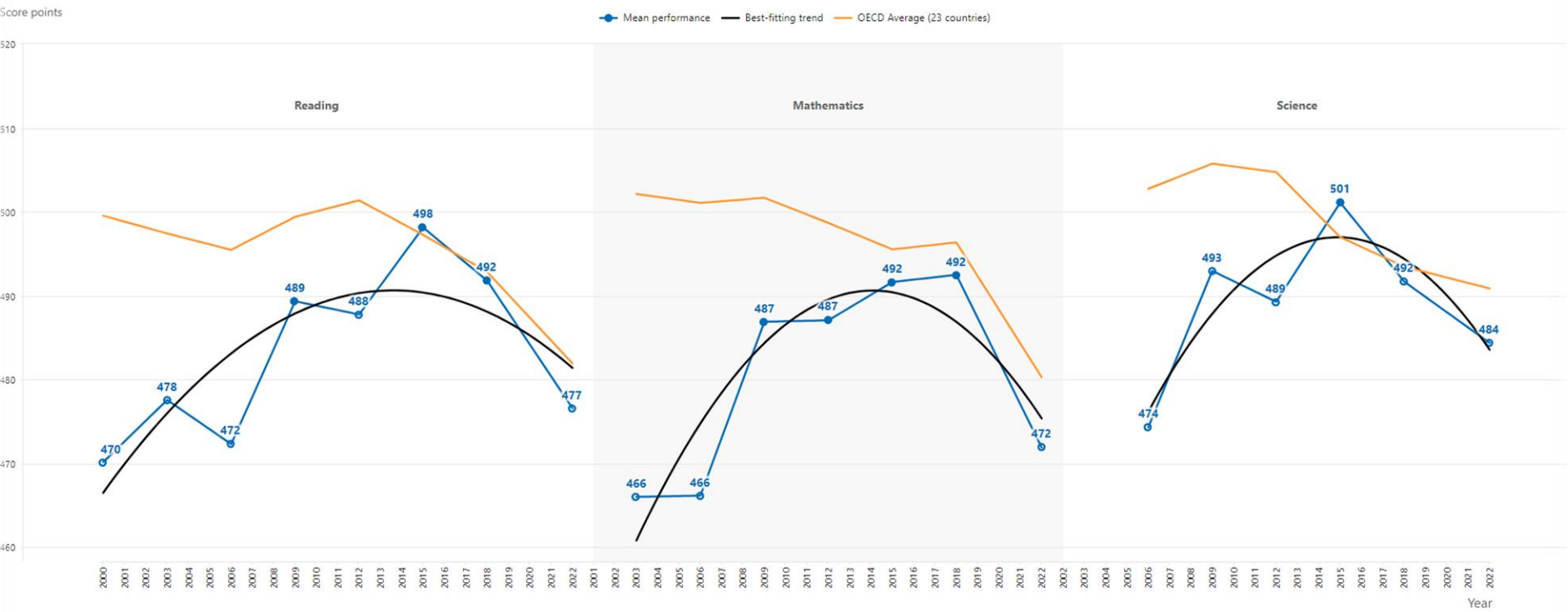
Notes: Comparison countries include the six highest-performing countries in each subject and the five countries with the largest population of 15-year-old students.

Horizontal lines that extend beyond the markers represent a measure of uncertainty associated with mean estimates (the 95% confidence interval).

Source: OECD, PISA 2022 Database, Tables I.B1.2.1, I.B1.2.2 and I.B1.2.3.

[Portugal | Factsheets | OECD PISA 2022 results](#)

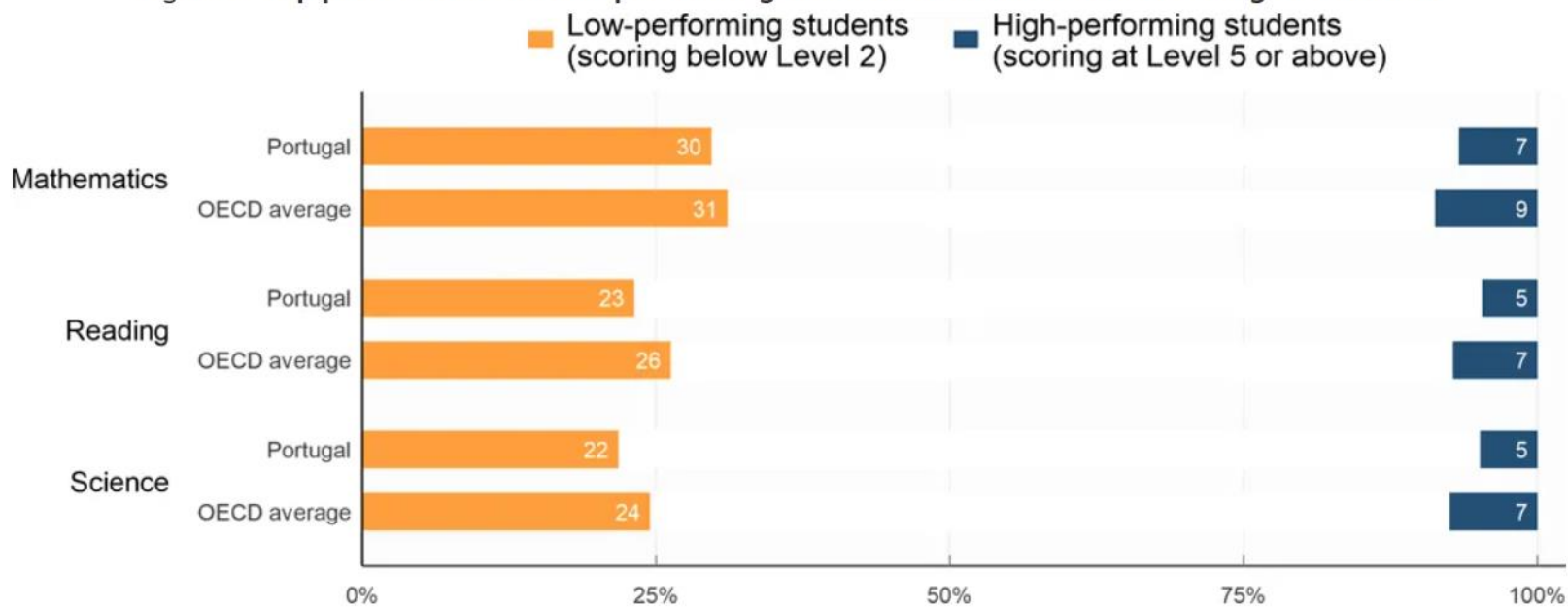
Portugal



Select a country or economy

Portugal

Figure 3. Top performers and low-performing students in mathematics, reading and science



Note: Numbers inside the figure correspond to percentages.

Source: OECD, PISA 2022 Database, Tables I.B1.3.1, I.B1.3.2 and I.B1.3.3.

[Portugal | Factsheets | OECD PISA 2022 results](#)

[Página de Início](#) / [Arquivos](#) / [Vol. 33 N.º 1 \(2020\)](#) / Artigos

PISA, TIMSS e PIRLS em Portugal: Uma análise comparativa

PISA, TIMSS and PIRLS in Portugal: A comparative analysis

Enviar Submissão

Vítor Alberto Rosa
Centro de Estudos Interdisciplinares em Educação e Desenvolvimento (CeIED)
<https://orcid.org/0000-0002-5093-8115>

João Sampaio Maia
Centro de Estudos Interdisciplinares em Educação e Desenvolvimento (CeIED)

Daniela Mascarenhas
Escola Superior de Educação do Politécnico do Porto

António Teodoro
Centro de Estudos Interdisciplinares em Educação e Desenvolvimento (CeIED)

DOI: <https://doi.org/10.21814/rpe.18380>

Palavras-chave: Regiões NUTS III, PISA, TIMSS, PIRLS

Resumo

Neste artigo apresentamos uma análise comparativa entre três inquéritos internacionais: PISA, levado a cabo pela OCDE, o TIMSS e o PIRLS, realizados pela IEA, tendo em conta os seus objetivos gerais e uma correlação dos dados referentes a Portugal (por regiões da NUTS III). A revisão bibliográfica e documental mostrou como os resultados podem ser

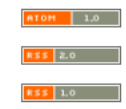


pdf

Publicado
2020-06-29

Como Citar

Número Atual



Informações

- [Para Leitores](#)
- [Para Autores](#)
- [Para Bibliotecários](#)

Idioma

- [English](#)
- [Español](#)
- [Português](#)
- [Français](#)

Palavras-chave

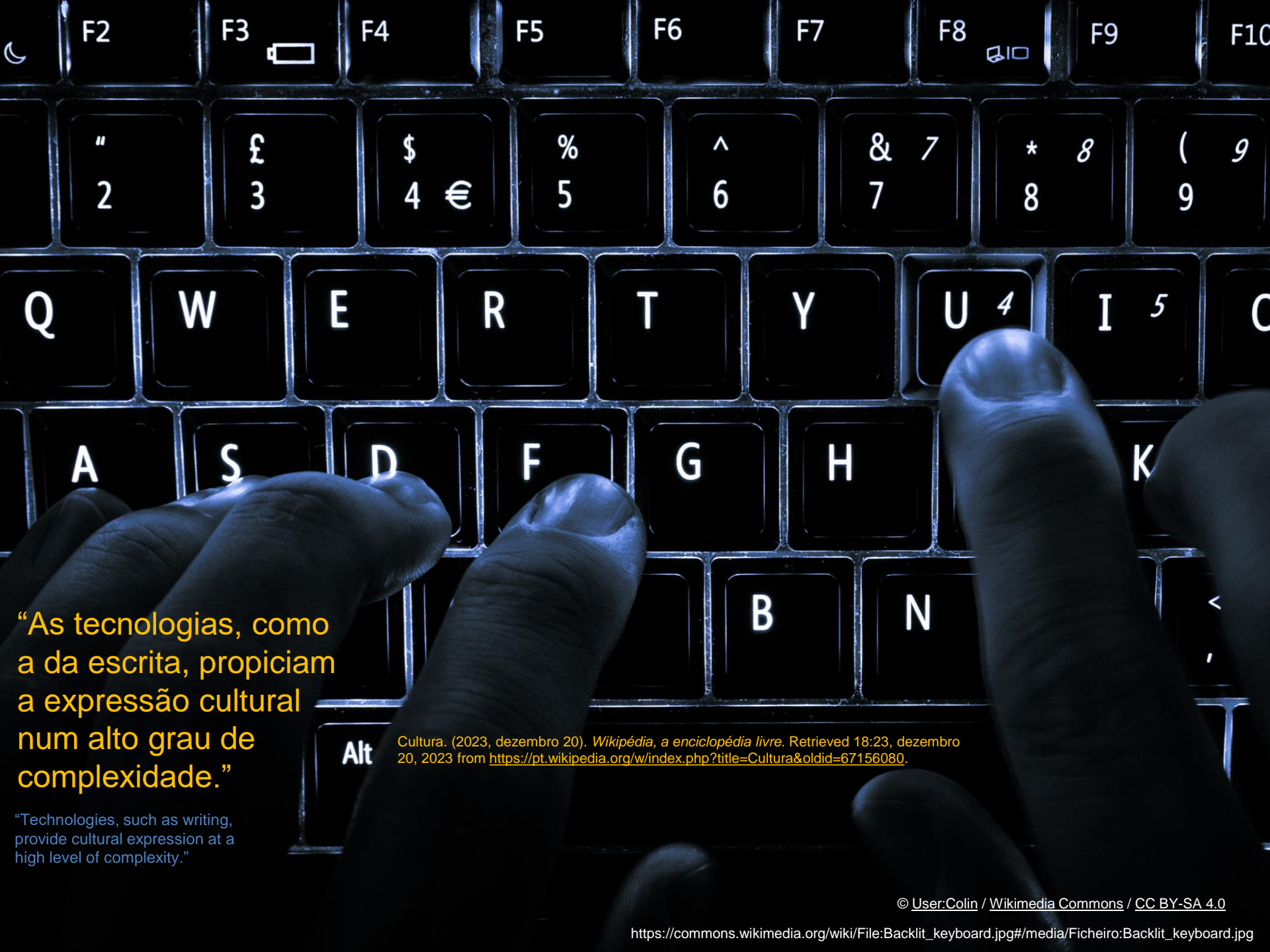
cam a ênfase na comparação de resultados entre os países e são representados como se traduzissem uma escala de competências que induz um ranking.

A Tabela 7 resume alguns aspetos dos questionários internacionais e a participação portuguesa.

Tabela 7
Questionários internacionais e a participação de Portugal

	PISA	PIRLS	TIMSS	TIMSS Advanced
Pilotagem do Inquérito	OCDE <i>Organismo Intergovernamental</i>		IEA	
Data de Criação	2000	2001	1995	1995
Periodicidade	Todos os 3 anos	Todos os 5 anos	Todos os 4 anos	Irregular
Número de Países/Regiões*	72 (34 da OCDE)	50 (26 da OCDE)	48 (26 da OCDE)	9 (7 da OCDE)
Público-Alvo	Alunos de 15 anos de idade que frequentam, pelo menos, o 7.º ano de escolaridade	4.º ano de escolaridade	4.º, 8.º anos de escolaridade	12.º ano de escolaridade
Domínios Avaliados	Literacia de Leitura Literacia Matemática Literacia Científica	Literacia de Leitura	Matemática e Ciências	Matemática e Física
Contexto dos Itens	Competências úteis ao futuro cidadão	Competências de leitura	Saberes disciplinares	
Exercícios Libertados	Poucos	Poucos	Muitos	
Participação de Portugal	2000, 2003, 2006, 2009, 2012, 2015, 2018	2011, 2016**	1995, 2011***, 2015***, 2019	2015

* A participação dos países é variável durante as várias edições.
** Em 2016, realizou-se também o PIRLS *Online* (ePIRLS).
*** Em 2011 e 2015, Portugal só participou com alunos do 4.º ano de escolaridade.



“As tecnologias, como a da escrita, propiciam a expressão cultural num alto grau de complexidade.”

“Technologies, such as writing, provide cultural expression at a high level of complexity.”

Alt

Cultura. (2023, dezembro 20). *Wikipédia, a enciclopédia livre*. Retrieved 18:23, dezembro 20, 2023 from <https://pt.wikipedia.org/w/index.php?title=Cultura&oldid=67156080>.

Culture

202 languages

Article Talk Read View source View history Tools

From Wikipedia, the free encyclopedia

This article is about culture as used in the social sciences and humanities. For uses in the natural sciences, see [Cell culture](#) and [Tissue culture](#). For other uses, see [Culture \(disambiguation\)](#).

Culture (/ˈkʌltʃər/ *KUL-chər*) is a concept that encompasses the [social behavior](#), [institutions](#), and [norms](#) found in [human societies](#), as well as the [knowledge](#), [beliefs](#), [arts](#), [laws](#), [customs](#), capabilities, and [habits](#) of the individuals in these groups.^[1] Culture is often originated from or attributed to a specific region or location.

Humans acquire culture through the [learning](#) processes of [enculturation](#) and [socialization](#), which is shown by the diversity of cultures across societies.

A [cultural norm](#) codifies acceptable conduct in society; it serves as a guideline for behavior, dress, language, and demeanor in a situation, which serves as a template for expectations in a social group. Accepting only a [monoculture](#) in a social group can bear risks, just as a single species can wither in the face of environmental change, for lack of functional responses to the change.^[2] Thus in military culture, [valor](#) is counted a typical behavior for an individual and duty, honor, and loyalty to the social group are counted as virtues or functional responses in the [continuum of conflict](#). In the practice of religion, analogous attributes can be identified in a social group.

[Cultural change](#), or repositioning, is the reconstruction of a cultural concept of a society.^[3] Cultures are internally affected by both forces encouraging change and forces resisting change. Cultures are externally affected via contact between societies.

Organizations like [UNESCO](#) attempt to preserve culture and cultural heritage.

Description

- Contents hide
- (Top)
- Description
- Etymology
- Change
- Early modern discourses
 - German Romanticism
 - English Romanticism
- Anthropology
- Sociology
 - Early researchers and development of cultural sociology
- Cultural studies
- Psychology
- Protection of culture
- See also
- References
 - Sources
- Further reading
 - Books



Human symbolic expression developed as prehistoric humans reached behavioral modernity.



Religion and expressive art are important aspects of human culture.

LEVELS OF CULTURE FOR CULTURALLY RELEVANT TEACHING

“Culture Gap” = “Achievement Gap”

Culturally relevant teaching involves understanding a student’s culture. Research shows that it is an integral part of the learning process. I would argue that it is the most significant part.

We have endless discussions about how to deal with achievement gaps. The “culture gap” between students and their teachers contribute to “achievement gaps”. But we have very few conversations about that. Why is that?

Many of these conversations don’t happen because adults make statements like “Well, I don’t see color.” That in itself is an issue. You **SHOULD** see color. Check out the [Color Blind Or Color Brave?](#) Ted Talk.

3. DEEP CULTURE

This is the most important form of culture because it has an intense emotional impact on trust. *It controls how we learn information.* This form of culture manipulates our everyday behaviors and helps us make sense of our world. This would include decision-making, preference of competition or cooperation, gender roles, and etc. Knowing if a student prefers teamwork over individual competition is important when creating activities for the class.





GEERT HOFSTEDE

The 6-D model of national culture

Geert Hofstede, assisted by others, came up with six basic issues that society needs to come to term with in order to organize itself. These are called dimensions of culture. Each of them has been expressed on a scale that runs roughly from 0 to 100.

The dimensions explained

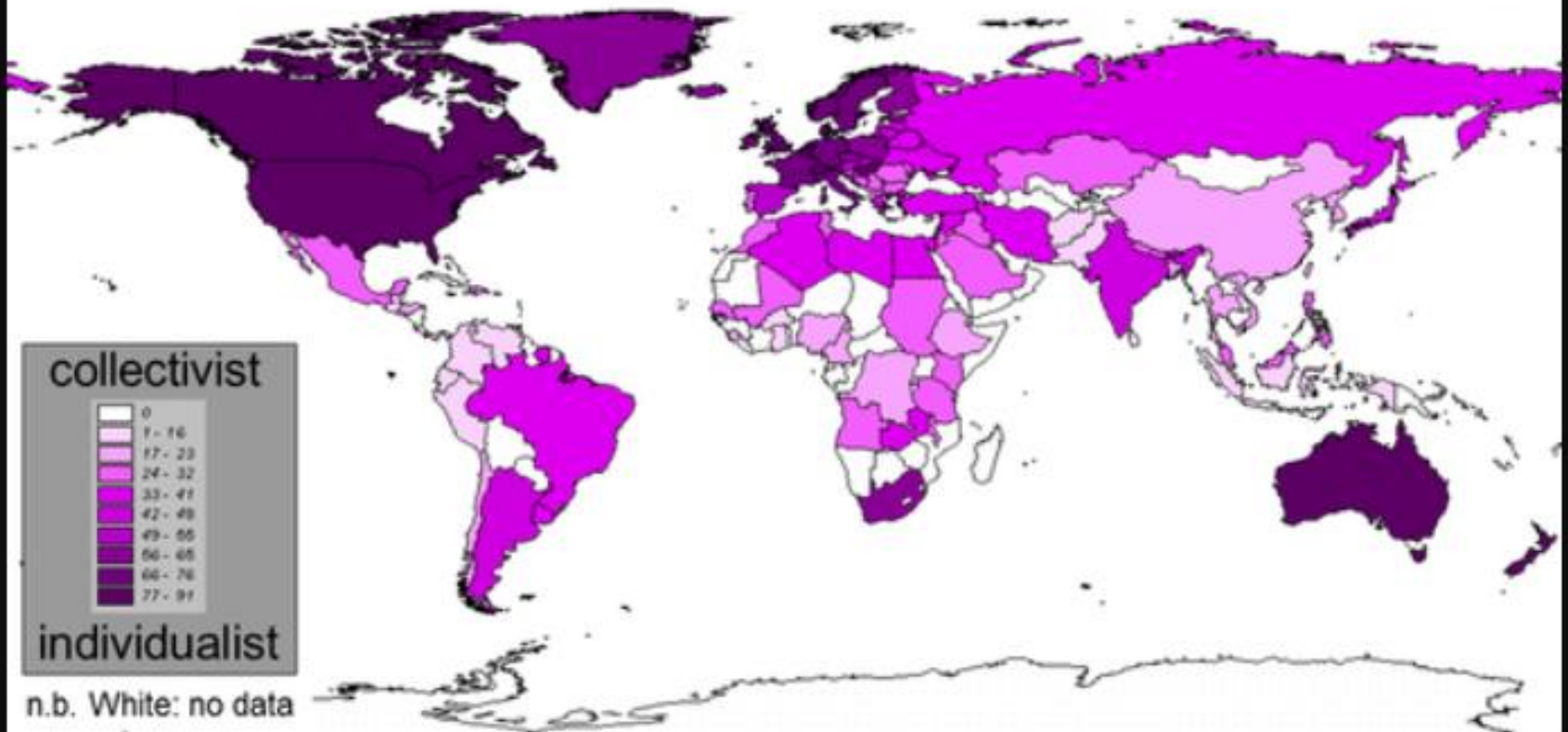
For each dimension here is a brief description and a ten-minute video in which Geert Hofstede explains that dimension.



Individualism

Individualism is the extent to which people feel independent, as

Collectivism – Individualism World map



<https://geerthofstede.com/wp-content/uploads/2016/07/IDV-world-map-50.png>



CONTACT US

Home > Country comparison tool

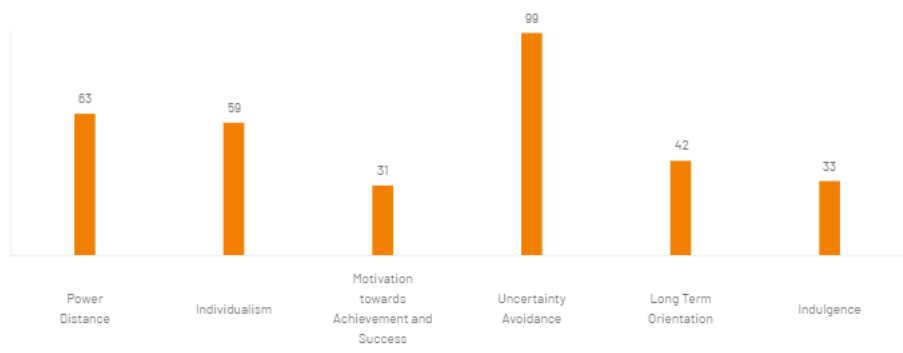
COUNTRY COMPARISON TOOL

Select one or several countries/regions in the menu below to see the values for the 6 dimensions.

The data in the graph below may be used for non-commercial or non-profit purposes only. For inquiries regarding commercial use and to gain access to detailed cultural data, including regional and demographic insights, please [contact us](#).

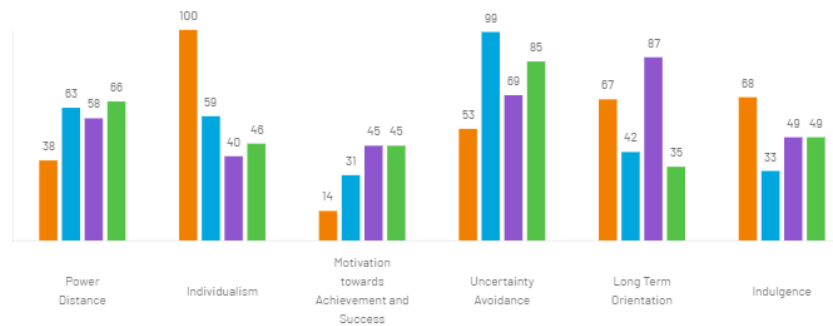
Learn how [AI struggles to navigate cultural complexities](#) and its implications for global business in our in-depth analysis.

Portugal x



Click on the dimension titles below the chart to switch between dimension descriptions.

PORTUGAL 63



Click on the dimension titles below the chart to switch between dimension descriptions.

NETHERLANDS 38

The Netherlands scores low on this dimension (score of 38) which means that the following characterises the Dutch style: Being independent, hierarchy for convenience only, equal rights, superiors accessible, coaching leader, management facilitates and empowers. Power is decentralized and managers count on the experience of their team members. Employees expect to be consulted. Control is disliked and attitude towards managers are informal and on first name basis. Communication is direct and participative.

[Overview >](#)

PORTUGAL 63

Portugal's score on this dimension (63) reflects that hierarchical distance is accepted and those holding the most powerful positions are admitted to have privileges for their position. Management controls, i.e. the boss requires information from his subordinates and these expect their boss to control them. A lack of interest towards a subordinate would mean this one is not relevant in the Organization. At the same time, this would make the employee feel unmotivated. Negative feedback is very distressed so for the employee it is more than difficult to provide his boss with negative information. The boss needs to be conscious of this difficulty and search for little signals in order to discover the real problems and avoid becoming relevant.

[Overview >](#)

TAIWAN 69

Taiwan has a relatively high score of 69 on this dimension which indicates that it is a hierarchical society. This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organisation is seen as reflecting inherent inequalities, centralisation is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.

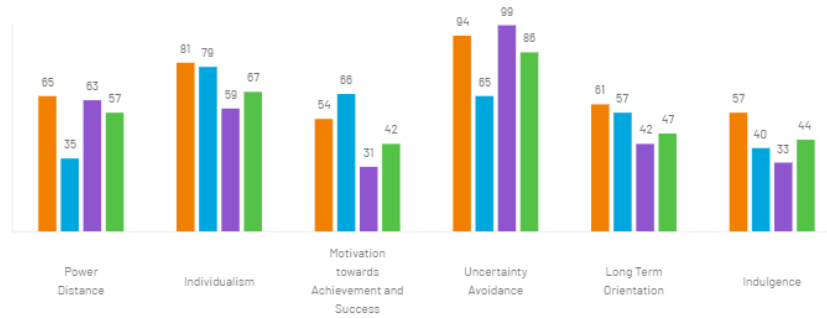
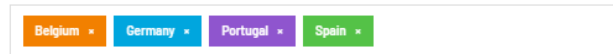
[Overview >](#)

TURKEY 66

Turkey scores high on this dimension (score of 66) which means that the following characterises the Turkish style: Dependent, hierarchical, superiors often inaccessible and the ideal boss is a father figure. Power is centralized and managers rely on their bosses and on rules. Employees expect to be told what to do. Control is expected and attitude towards managers is formal. Communication is indirect and the information flow is selective. The same structure can be observed in the family unit, where the father is a kind of patriarch to whom others submit.

[Overview >](#)

[Country comparison tool \(hofstede-insights.com\)](https://hofstede-insights.com)



Click on the dimension titles below the chart to switch between dimension descriptions.

BELGIUM 65

With a score of 65, Belgium scores high on the scale of the PDI. It is therefore a society in which inequalities are accepted. Hierarchy is needed if not existential; the superiors may have privileges and are often inaccessible. The power is centralized in Belgium. It might in the near future not be centralized in Brussels anymore but the Walloons and Flemish will each have their own point of centralized power from where administration, transports, business etc. are managed. In management, the attitude towards managers is more formal and on family name basis (at least, in the first contact, the information flow is hierarchical. The way information is controlled is even associated with power, therefore unequally distributed. Control is normal, and even expected, but considered as formal and not key for efficiency.

[Overview >](#)

GERMANY 35

Highly decentralized and supported by a strong middle class, Germany is not surprisingly among the lower power distant countries (score 35). Co-determination rights are comparatively extensive and have to be taken into account by the management. A direct and participative communication and meeting style is common, control is disliked and leadership is challenged to show expertise and best accepted when it's based on it.

[Overview >](#)

PORTUGAL 63

Portugal's score on this dimension (63) reflects that hierarchical distance is accepted and those holding the most powerful positions are admitted to have privileges for their position. Management controls, i.e. the boss requires information from his subordinates and these expect their boss to control them. A lack of interest towards a subordinate would mean this one is not relevant in the Organization. At the same time, this would make the employee feel unmotivated. Negative feedback is very distressed so for the employee it is more than difficult to provide his boss with negative information. The boss needs to be conscious of this difficulty and search for little signals in order to discover the real problems and avoid becoming relevant.

[Overview >](#)

SPAIN 57

Spain's score on this dimension (57) is a high score, which means that Spain has a hierarchical society. This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organisation is seen as reflecting inherent inequalities, centralisation is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.

[Overview >](#)

[Country comparison tool \(hofstede-insights.com\)](https://www.hofstede-insights.com)

Perspectives on education in Portugal

Teresa Cardoso

