

Cultural Rules of Interaction

INSEAD

Session 8

15:322
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John Van Maanen

The Ultimatum Game

- Group 1
 - You are given 10 dollars
 - You have to decide how much to give away
 - Write on the card how much you give away
- Group 2
 - You have to decide whether to accept or block the offer
 - If you accept, you each get the agreed amounts
 - If you block, you and your partner get 0
 - Write on the card whether you **A**cccept or **B**lock

The Power of Culture

Human beings are creatures of habit

Our brains are not abstract reasoning machines

We economize on thought

Human beings are social animals

We do not single-mindedly pursue self-interest

We have a strong need to belong

What is Culture?

“Culture involves meaning, it is attached to both organizational products and processes, and it both shapes and reflects social and material conditions. To take a cultural perspective is to consider the pattern of meanings that guide the thinking, feeling and behavior of the members of some identifiable group.”

John Van Maanen

“Culture as a set of basic assumptions defines for us what to pay attention to, what things mean, how to react emotionally to what is going on, and what actions to take in various kinds of situations.”

Ed Schein

Levels of Culture

Artifacts

Espoused Values

Basic Assumptions

Jot down when, in the last few days, a face-to-face episode has occurred where you were hurt, insulted, embarrassed, ‘ticked-off,’ angered or bothered in one way or another ... *in class, between classes, over coffee, shopping, on campus, at home, etc.*

*Note the episode
How you felt
What you did
And how the other responded*

On Face Work ...

Face (def): *The social value we claim for ourself in a given situation*

Line (def): *The behavior that represents the claim*

Some Rules of Facework ...

#1 Feelings are attached to our face ...

#2 To protect our own face, we must protect others

#3 Repair strategies are available when face questioned

Ritual Sequence of Repair

Offense ...

Challenge ...

Offering ...

Acceptance ...

Gratitude ...

On Asking for Help

Six Rules

Do not make false claims

Do not claim too much help

Do not accept help eagerly

Do not expect help, ask

Always reciprocate for the 'gift' of help

Never refuse help