

# **Working within the Culture:**

## **A Method for Learning How**

**Douglas M. Fraiser**  
**SIL International**

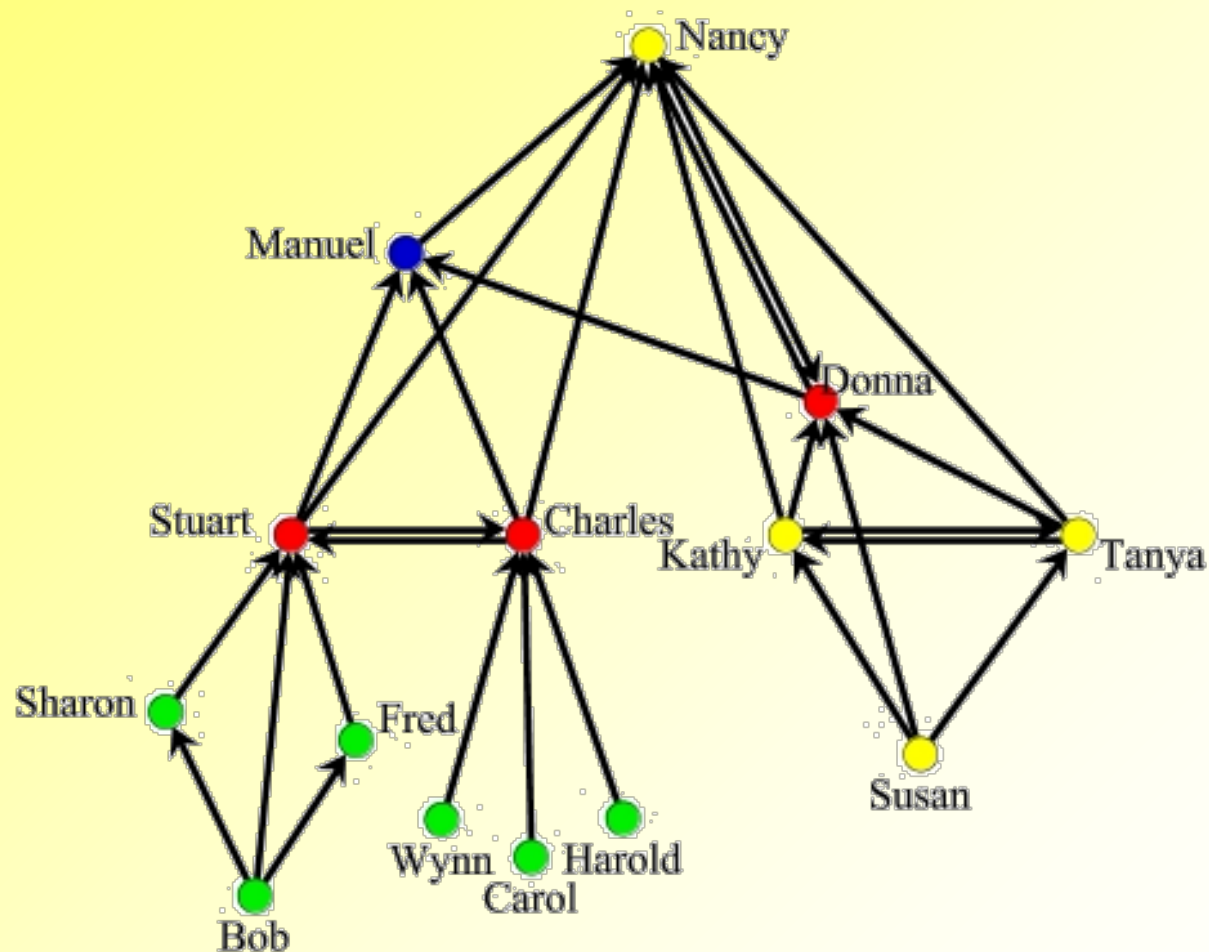
**ECHO Asia Agricultural & Community Development Conference • 2 October 2013**

# Social organization – what people do

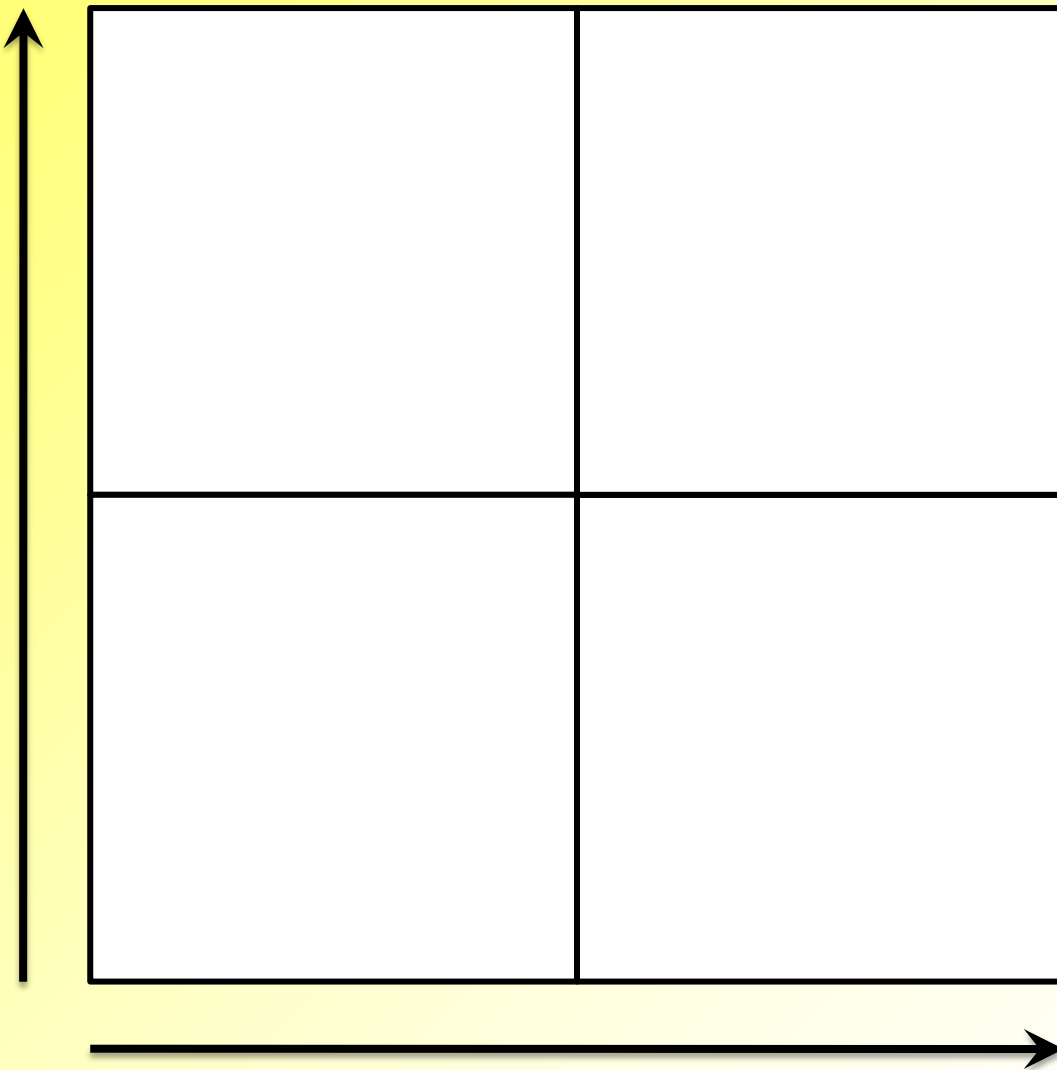
- property
- labor
- exchange
- domestic relations
- community relations
- conflict resolution

# How do you draw relationships?

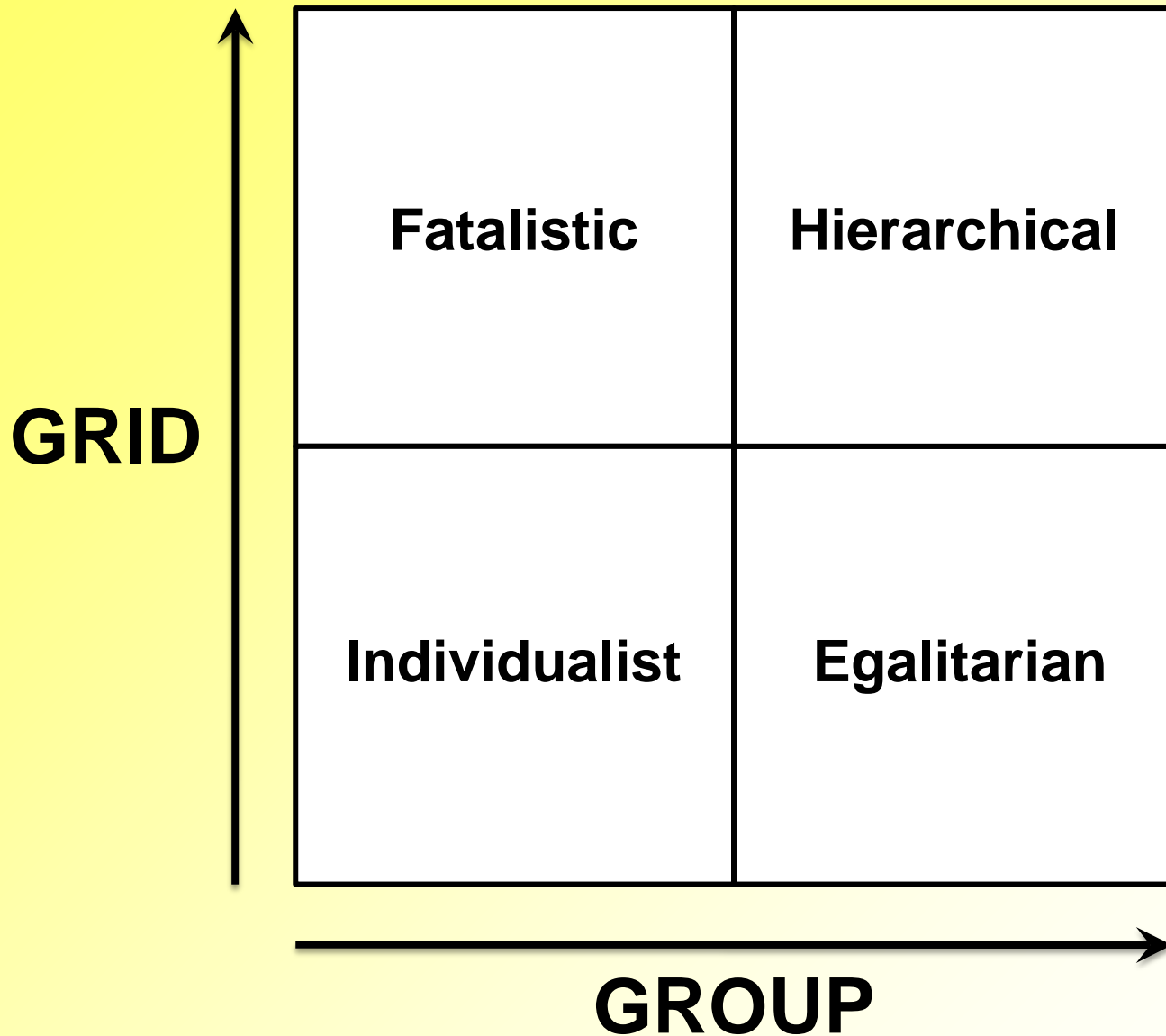
# How do you draw relationships?

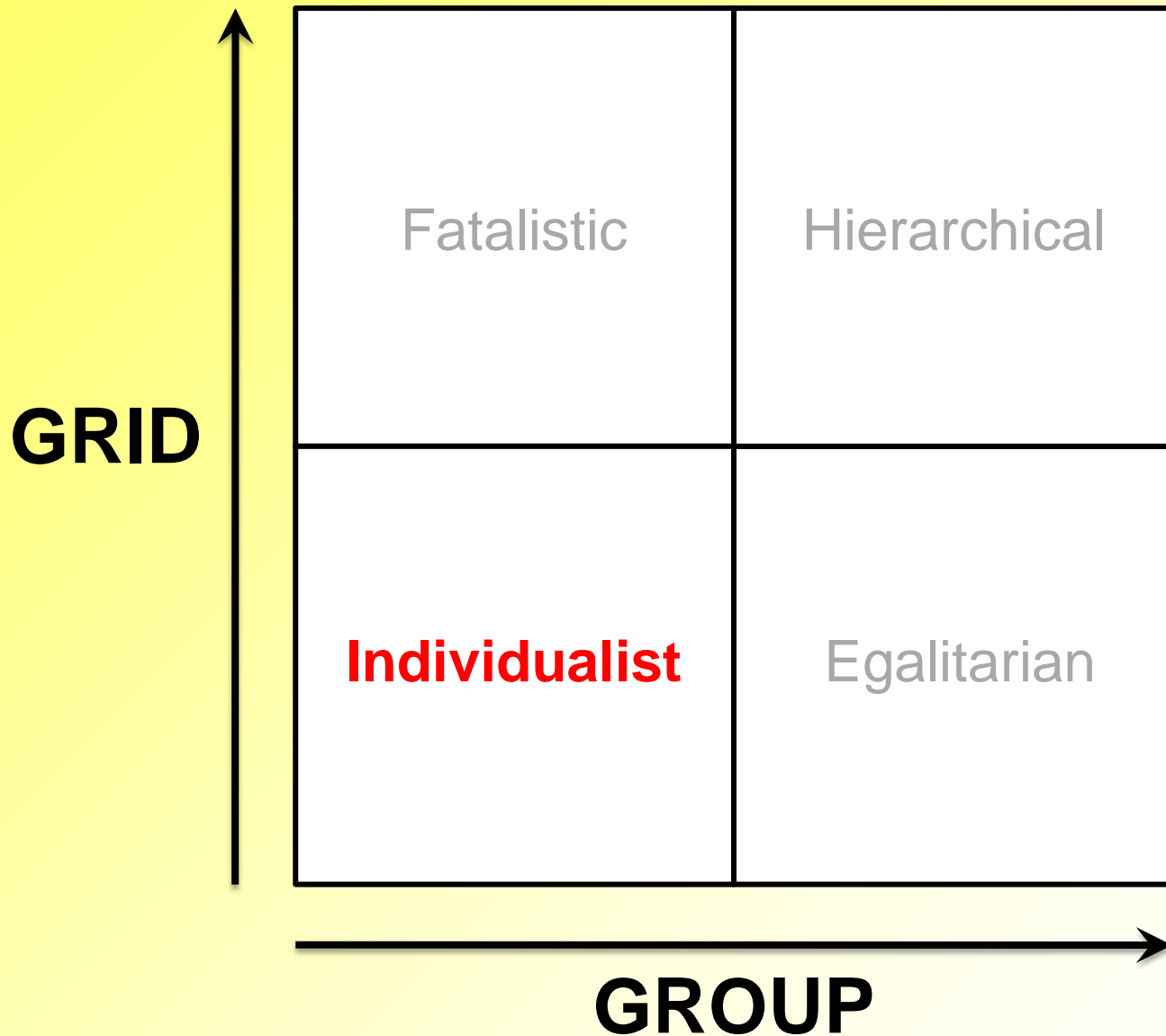


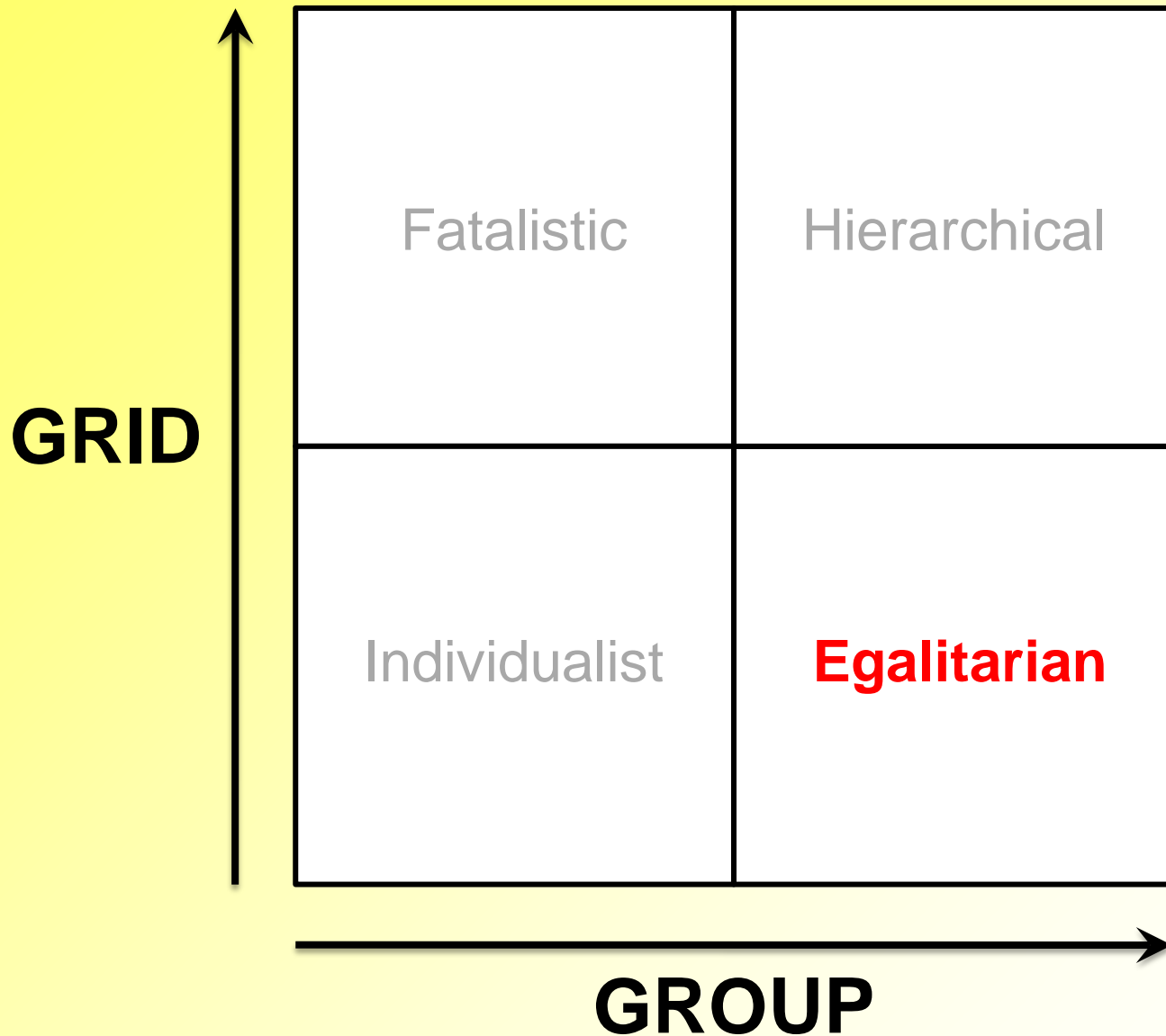
**GRID**



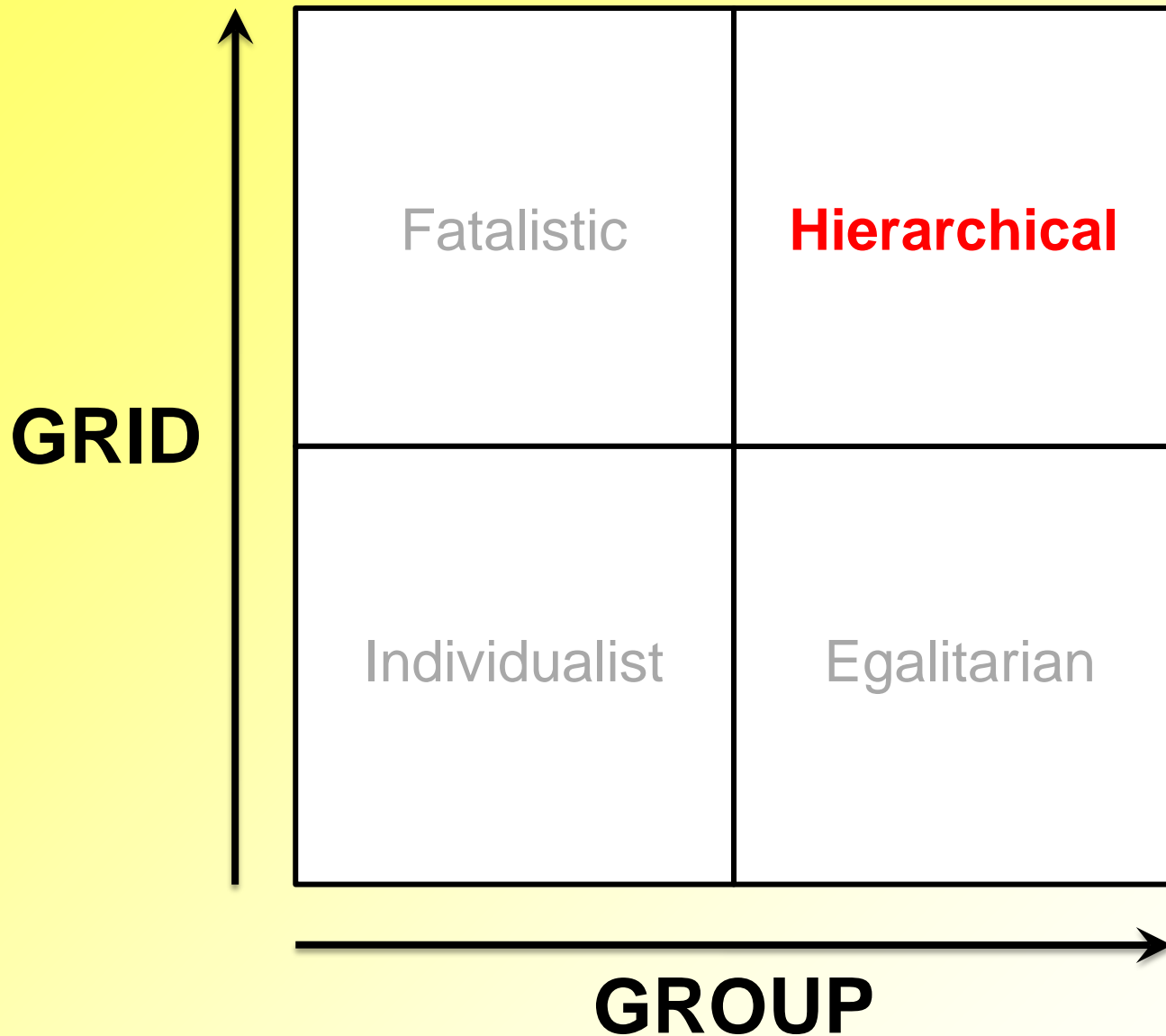
**GROUP**

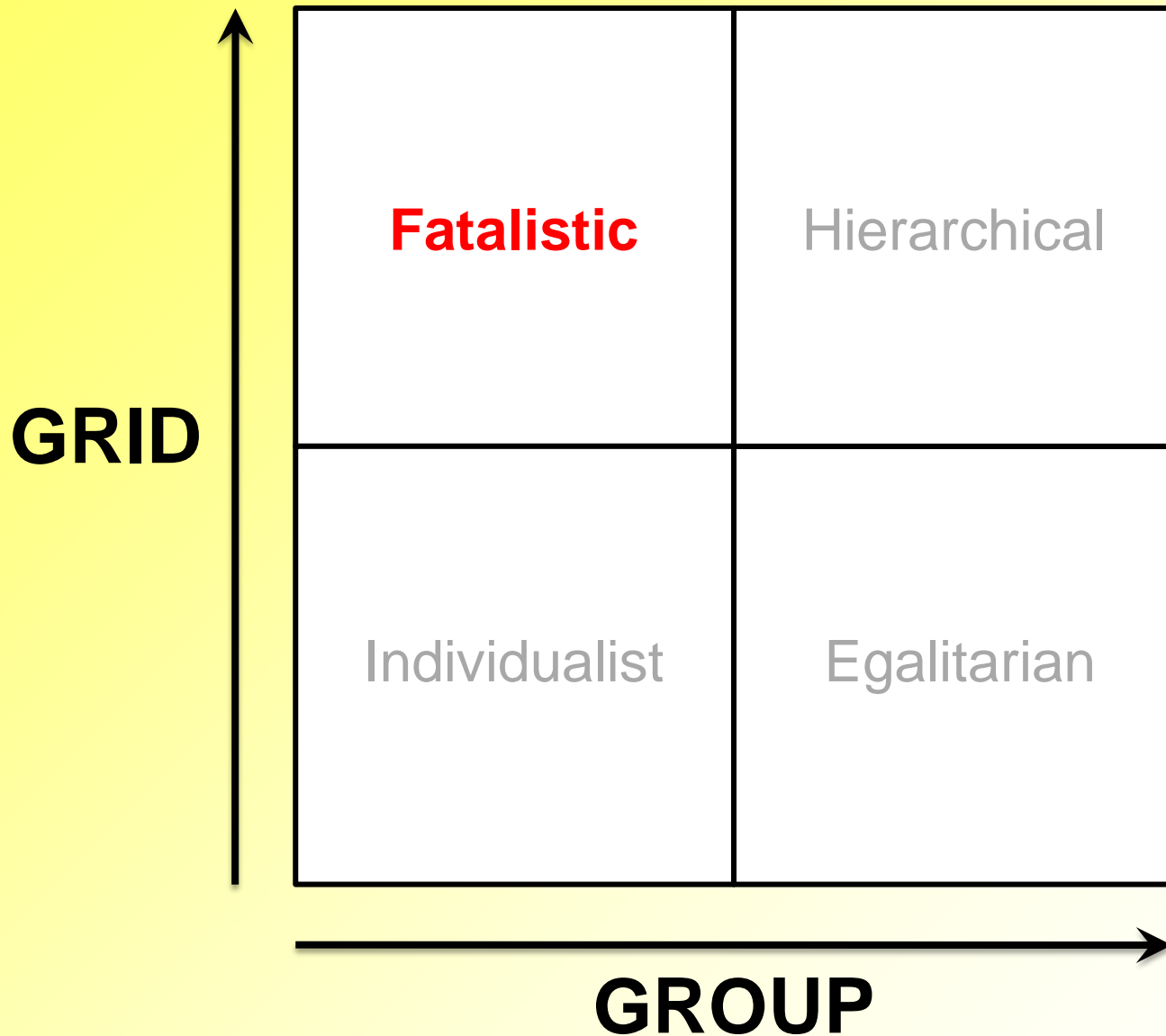


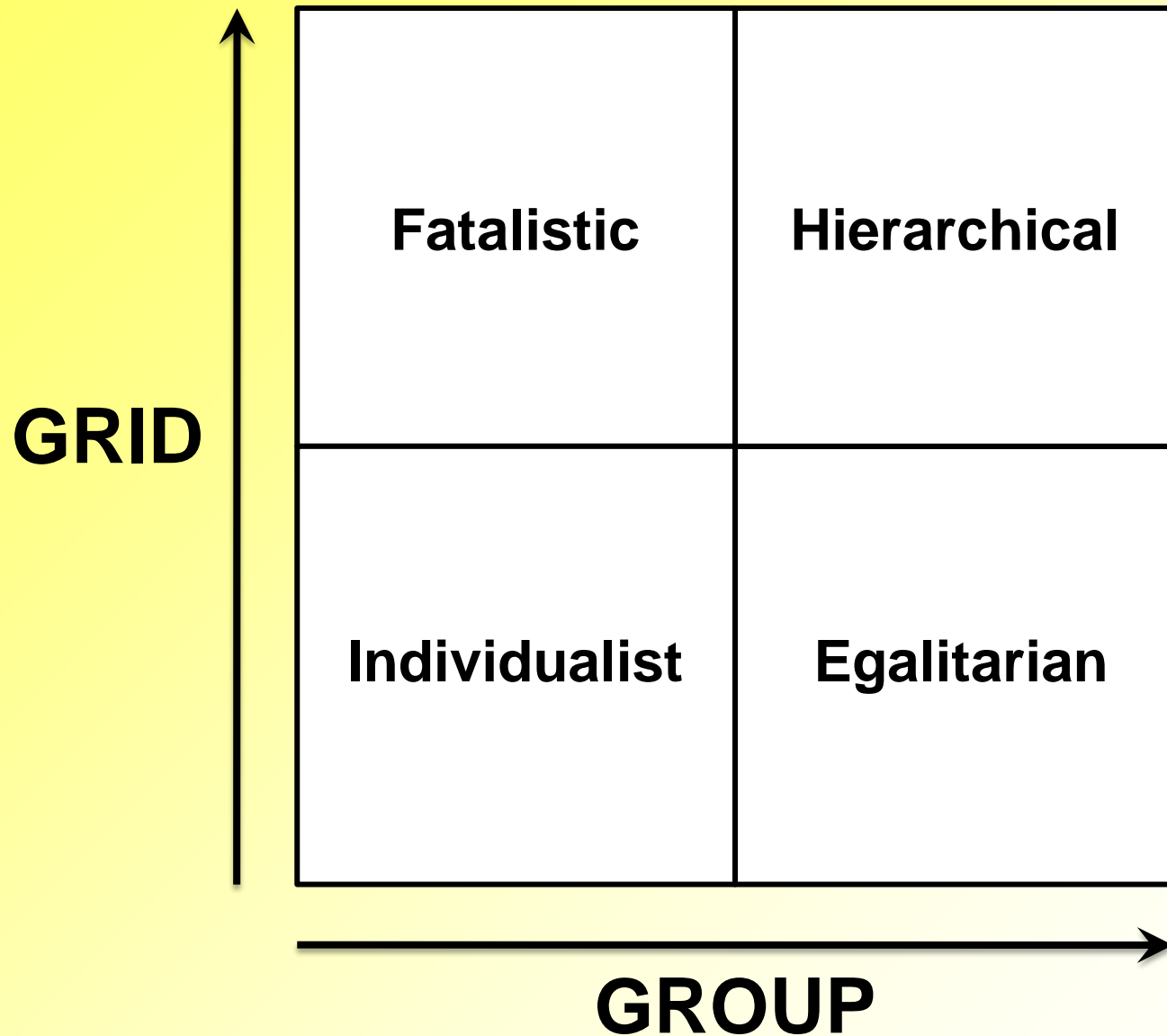












# Look at each area of life:

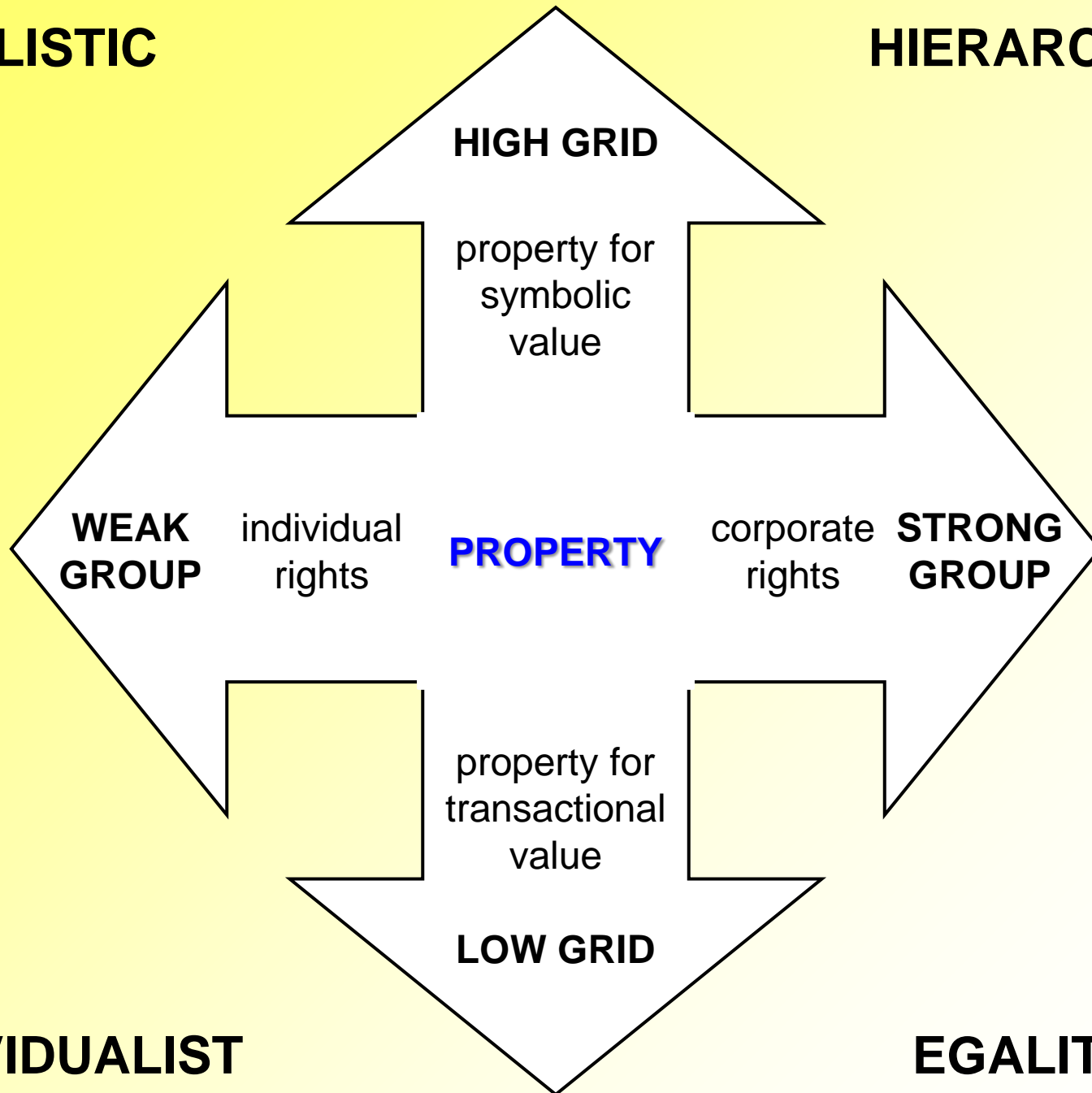
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# Look at each area of life:

- **property**
- **labor**
- exchange
- domestic relations
- community relations
- conflict resolution

**FATALISTIC**

**HIERARCHICAL**



**INDIVIDUALIST**

**EGALITARIAN**

# Property & Grid: Control

Achieved by shrewd investment? OR  
Award for right behavior?

- 0.0 - Shrewd, manipulative acquisition
- 0.2 - Acquired by hard work, investment
- 0.4 - Award for personal performance
- 0.6 - Award for proper duty in assigned role
- 0.8 - Differential rewards by status
- 1.0 - Right of status, and role behavior

# Property & Grid: Value

Only utilitarian? OR

Attributed with symbolic value?

- 0.0 - Property merely a means to an end
- 0.2 - Accumulation to expand productivity
- 0.4 - Wealth used to expand social power
- 0.6 - Acquired to enhance social position
- 0.8 - Symbolic of status and well-being
- 1.0 - Elaborated symbols of social value



# Property & Grid: Risk

Invested at risk? OR

Secured for protection in crisis?

0.0 - Expended for personal interest

0.2 - Invested at risk to expand holdings

0.4 - Invested for social wealth, influence

0.6 - Secured by legal means, maintenance

0.8 - Visual impact, quality of high value

1.0 - Security, protection of highest value

# Property & Grid: Access

Right of labor/resources invested? OR  
Right of occupation/class identity?

- 0.0 - Access gained by labor invested
- 0.2 - Access defined as equitable share
- 0.4 - Access variable by competitive skills
- 0.6 - Access linked to position, role
- 0.8 - Differential access justified by rules
- 1.0 - Access a reward of status, role

# Property & Grid: Self-Esteem

By exploiting/managing? OR

By possessing/preserving?

0.0 - Self-esteem by exploiting/managing

0.2 - Social esteem linked to competitive skill

0.4 - Distributing wealth confers prestige

0.6 - Holding wealth confers prestige

0.8 - Social esteem linked to possessions

1.0 - Self-esteem by possessing/preserving



# Property & Group: Title

Individual title of ownership? OR  
Corporate title of ownership?

- 0.0 - Individuals hold title to key resources
- 0.2 - Individual titles, but defined public access
- 0.4 - Public title held for some key resources
- 0.6 - Groups hold title for some key resources
- 0.8 - Group titles, but defined public access
- 1.0 - Corporate ownership of all key resources

# Property & Group: Use Rights

Owner allocated? OR

Group dispersed use rights?

0.0 - Exclusive owner allocated use rights

0.2 - Contracted use arrangements

0.4 - Collective public standards *re* use

0.6 - One-time corporate allocation of use rights

0.8 - Corporate oversight of allocation, use

1.0 - Corporate standards *re* allocation, use

# Property & Group: Rights to Produce

Individual rights to produce? OR  
Corporate rights to produce?

- 0.0 - Individuals control, invest, sell produce
- 0.2 - Negotiated sharing among co-laborers
- 0.4 - Partnerships, coalitions control produce
- 0.6 - Members periodically contribute produce
- 0.8 - Leaders set shares of member contribution
- 1.0 - Corporate standards *re* fees, shares

# Property & Group: Maintenance

Individual maintenance, security? OR  
Collective obligation-maintenance?

- 0.0 - Individual maintenance, security
- 0.2 - Reciprocally shared maintenance
- 0.4 - Occasional activity-group maintenance
- 0.6 - Member organized periodic maintenance
- 0.8 - Leaders set maintenance schedule, roles
- 1.0 - Collective duty/sanction for maintenance



# Property & Group: Disposal

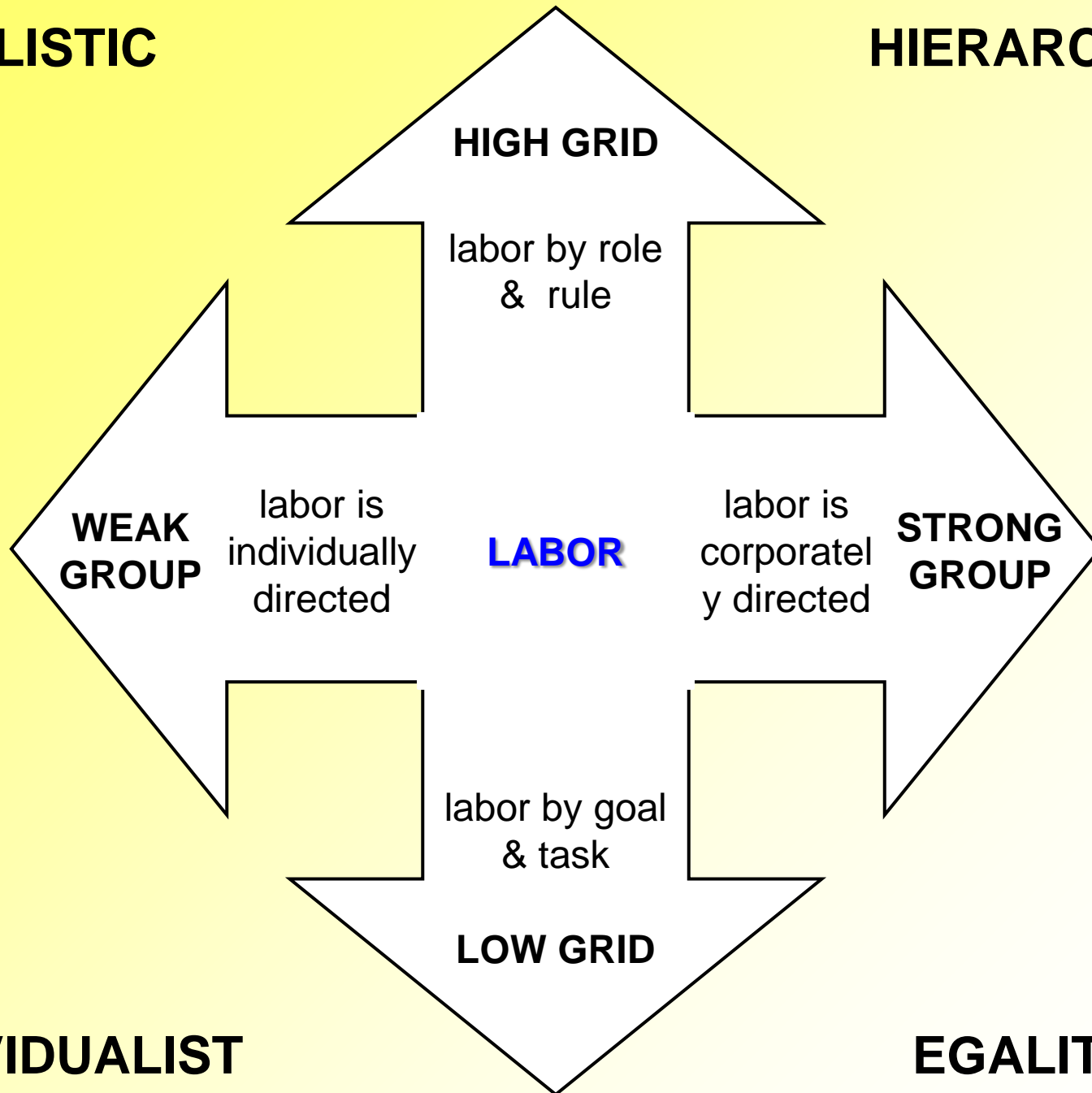
Individual decision to dispose? OR  
Collective control of disposal?

- 0.0 - Individuals sell or dispose at will
- 0.2 - Household members consult *re* sale
- 0.4 - Partnership or coalitions sell joint property
- 0.6 - Individuals grant use, but not title
- 0.8 - Leaders decide *re* disposal of property
- 1.0 - Corporate decisions to sell or dispose



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# Labor & Grid: Organization

- 0.0 - Organized by task requirements. Is the work organized to best accomplish the task? Do the laborers change their activities as the tasks change?
- 1.0 - Organized by rule (role assignment). Do people organize their work in terms of clearly defined roles (job title)? Do people recognize written or unwritten rules that govern the practice of a particular role?

# Labor & Grid: Schedule

- 0.0 - Scheduled by goal considerations. To what extent is the time of work a product of environmental concerns and consideration of the objective?
- 1.0 - Scheduled by standard and routine. To what extent is the time of work is determined by social rules, calendar, and daily schedule?

# Labor & Grid: Productivity

- 0.0 - Productivity = effort and goals achieved.  
To what extent do people measure productivity in terms of effort expended and goals achieved?
- 1.0 - Productivity = time and product rule. To what extent is productivity linked directly to time limits or product quotas?

# Labor & Grid: Motivation

- 0.0 - Motivation = self-defined interests. Is the worker motivated primarily from personal interest?
- 1.0 - Motivation = role and reward. To what extent is the worker motivated by promises of promotion in role and increased economic compensation, or by threat of punitive action?

# Labor & Grid: Objectives

- 0.0 - Objectives are self-determined. Are the expected outcomes of labor defined and the labor directed by those who do the work?
- 1.0 - Objectives are authority-determined. To what extent do institutional authorities direct labor activities and people who do not work set objectives for those who do?





# Labor & Group: Who Starts?

0.0 - Individually started work projects.

1.0 - Group-started work projects.

# Labor & Group: Cooperation

0.0 - Cooperation is temporary and between individuals.

1.0 - Cooperation is within permanent groups.

# Labor & Group: Interaction

- 0.0 - Interaction and work are separated. To what extent do the parties emphasize work at the expense of social interaction?
- 1.0 - Interaction and work are mixed together. To what extent are relationships between people working together as important as the work activity?

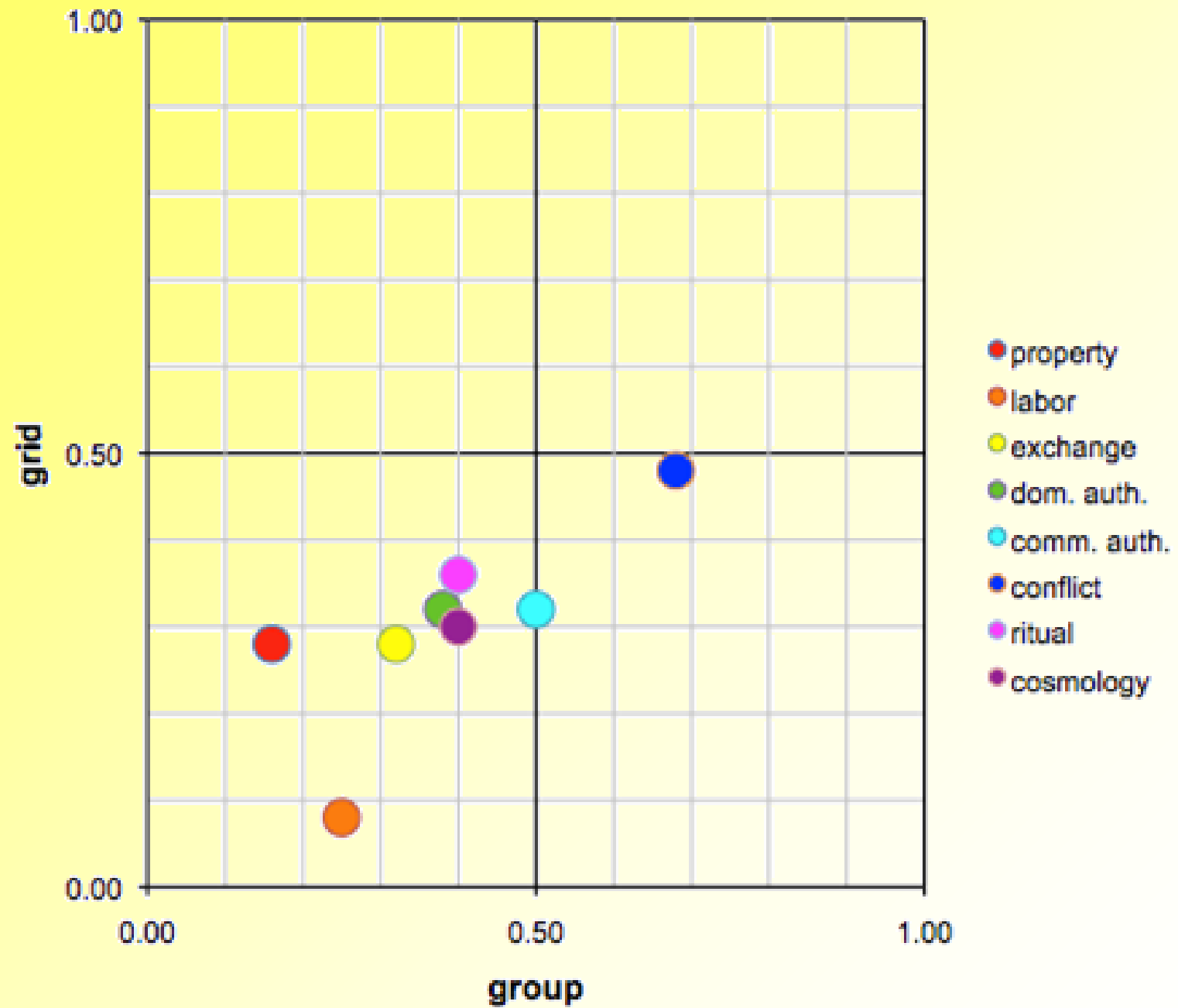
# Labor & Group: Payment

- 0.0 - Individual celebration and payoff. Is celebration a private affair, marking a personal achievement? Are pay-offs private and individual?
- 1.0 - Group celebration and reward. Do the members hold a collective celebration at the culmination of the project? Does the group distribute shares in the benefits from a project?

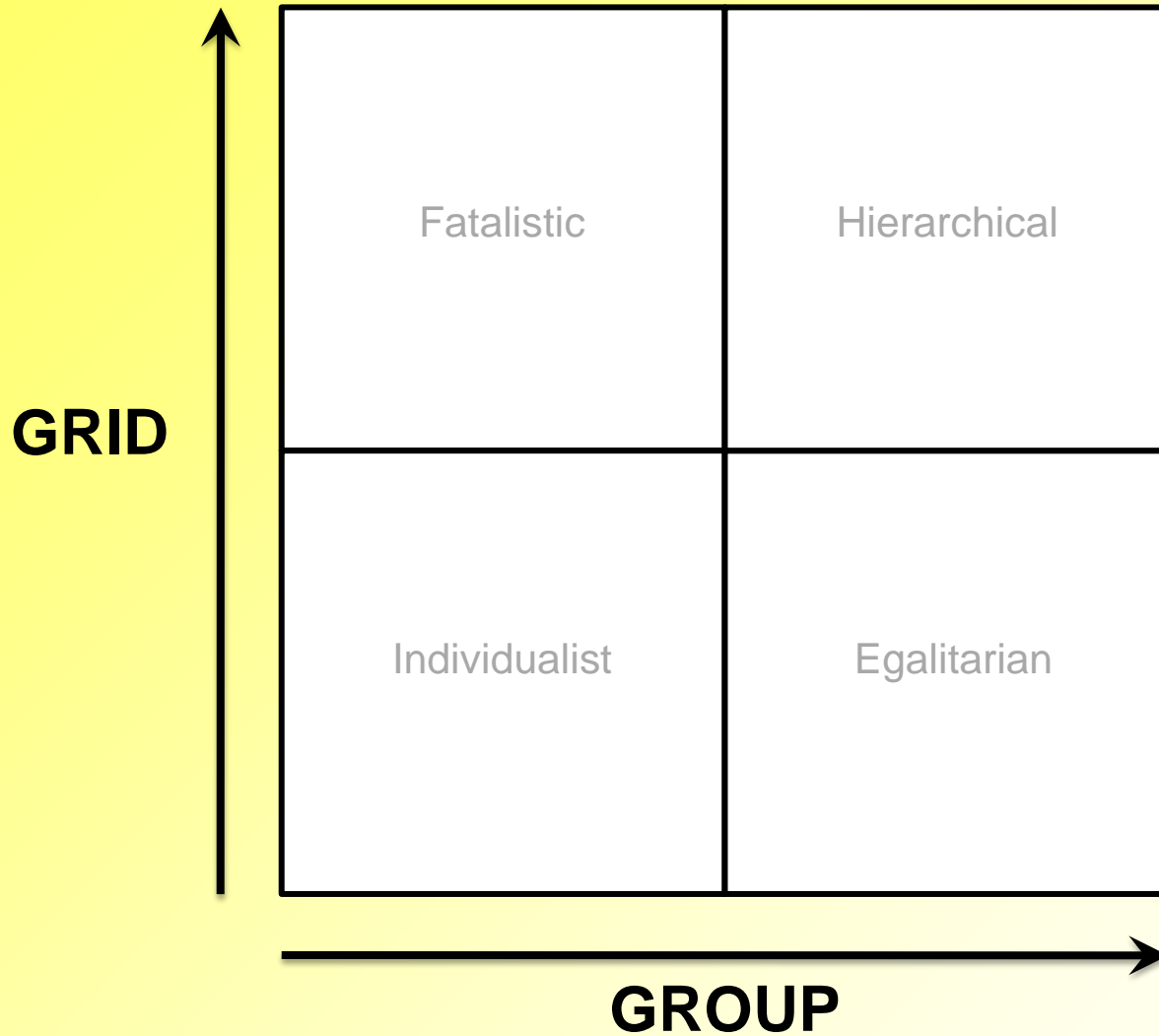


# Manobo grid & group scores

<b>area of culture</b>	<b>group grid</b>	
<b>property</b>	0.16	0.28
<b>labor</b>	0.25	0.08
<b>exchange</b>	0.32	0.28
<b>dom. auth.</b>	0.38	0.32
<b>comm. auth.</b>	0.50	0.32
<b>conflict</b>		
<b>resolution</b>	0.68	0.48
<b>ritual</b>	0.40	0.36
<b>cosmology</b>	0.40	0.30
<b>OVERALL</b>	0.39	0.30







**Property?**

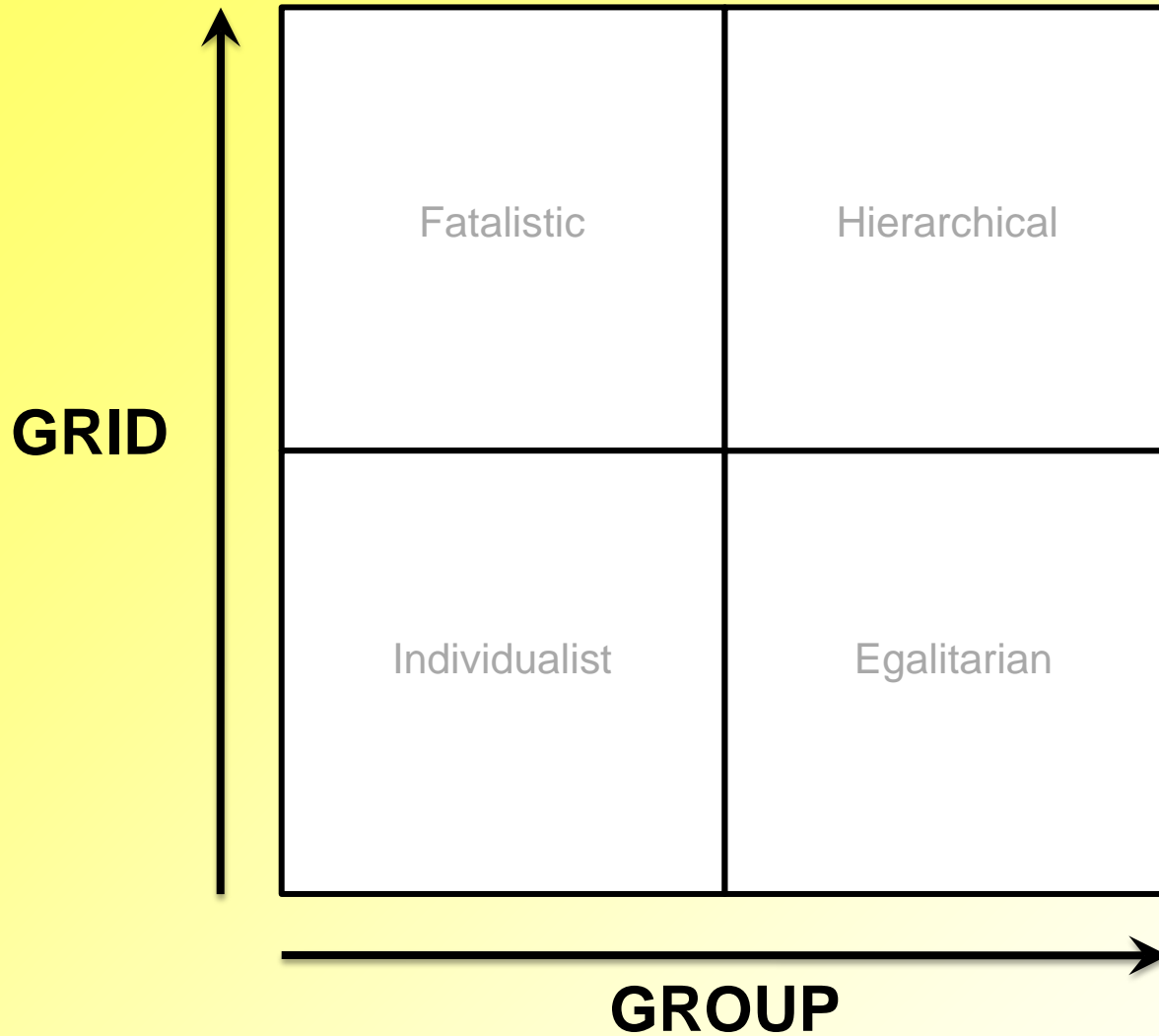
**Labor?**

**Exchange?**

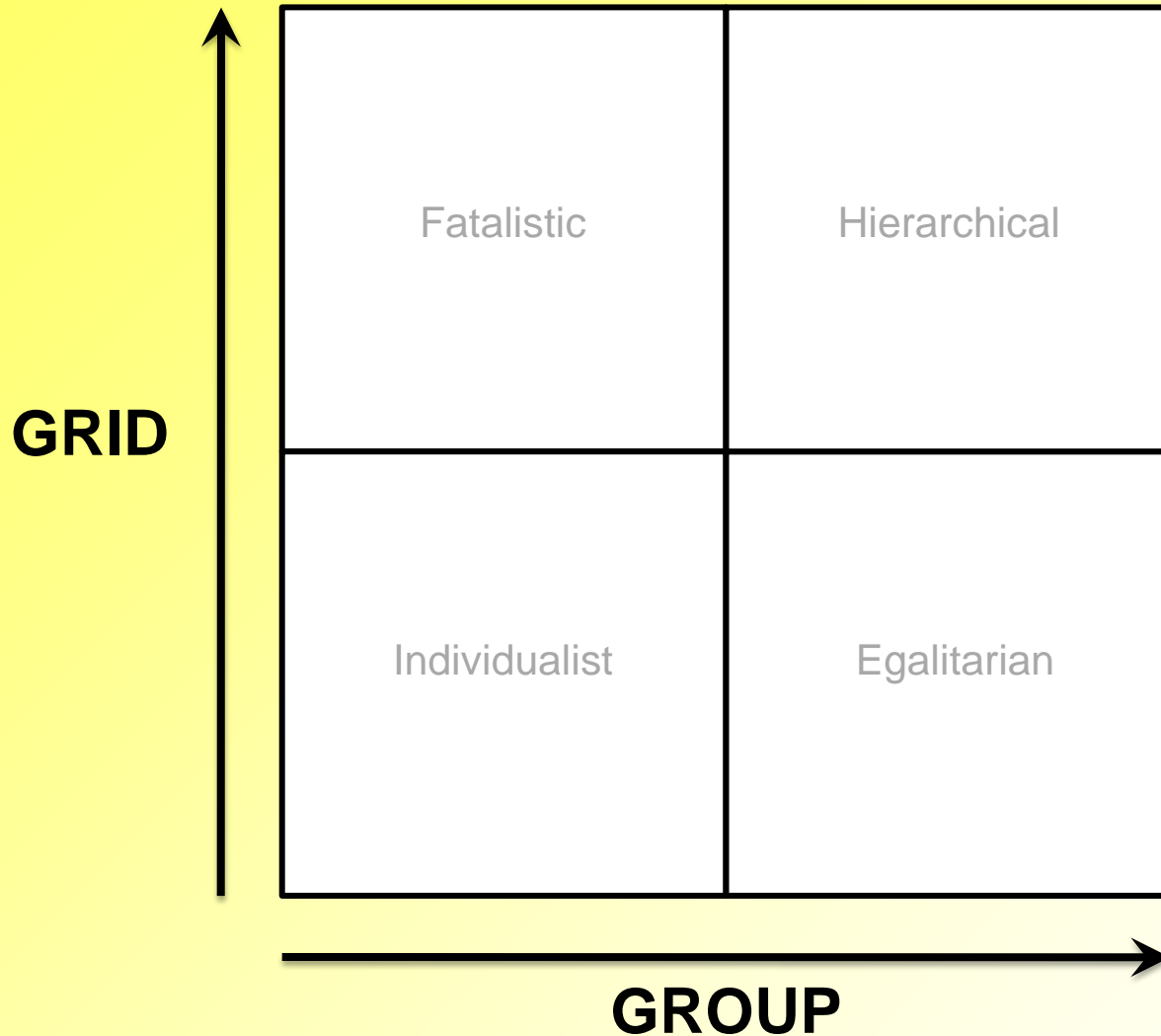
**Dom. Auth.?**

**Comm. Auth.?**

**Conflict?**



**Property**  
**Labor?**  
Exchange?  
Dom. Auth.?  
Comm. Auth.?  
Conflict?



**Property**

**Labor?**

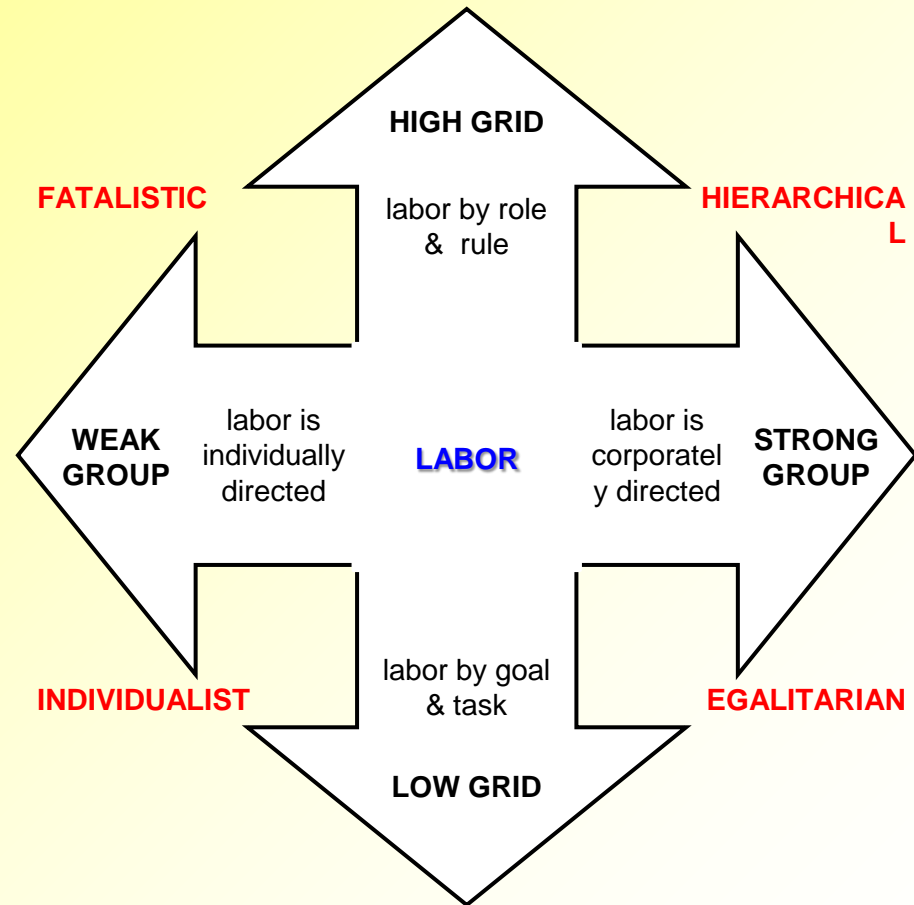
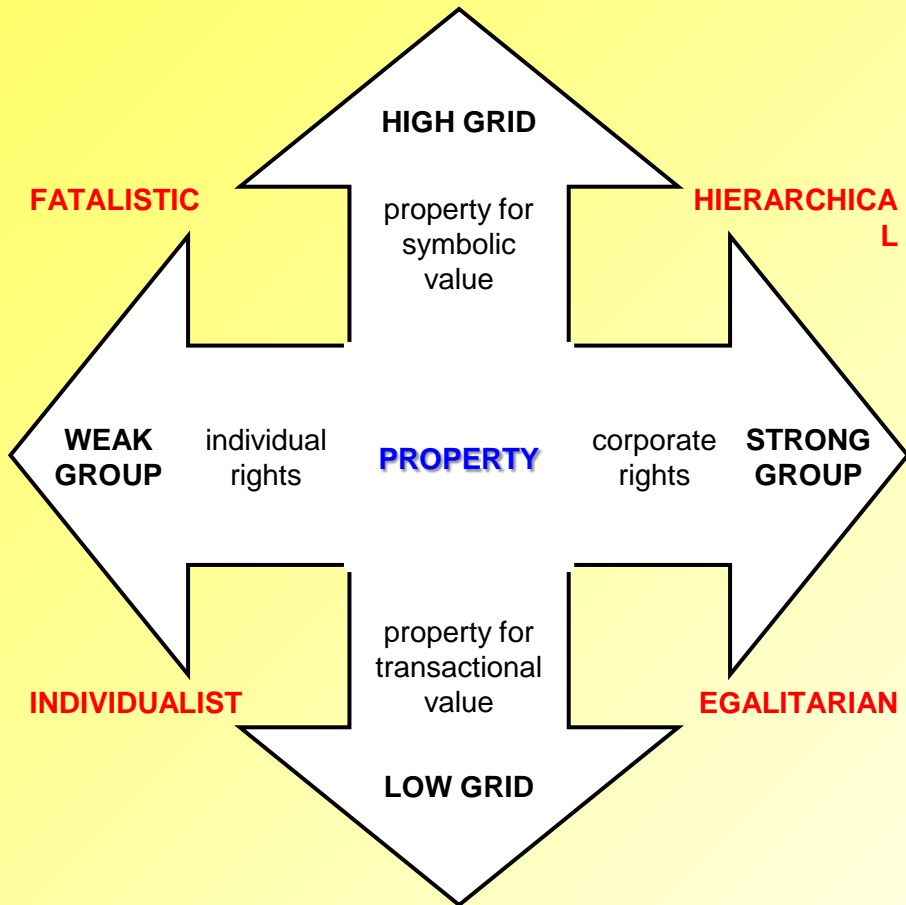
Exchange?

Dom. Auth.?

Comm. Auth.?

Conflict?

**APPLICATION!**



## **References**

- Lingenfelter, Sherwood G. 1992. Transforming Culture: A Challenge for Christian Mission. Grand Rapids, Michigan, USA: Baker Book House.
- Lingenfelter, Sherwood G. 1996. Grid/Group – Diagnostic Criteria. Handout distributed at Culture Change Workshop, 8-30 July 1996, at Nasulì, Malaybalay, Bukidnon, Philippines.

## **For further study**

- Lingenfelter, Sherwood G. 1996. Agents of Transformation: A Guide for Effective Cross-Cultural Ministry. Grand Rapids, Michigan, USA: Baker Book House.
- Thompson, Michael, Richard Ellis, and Aaron Wildavsky. 1980. Cultural Theory. Boulder, Colorado, USA: Westview Press.