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Quarterly Report  
October, 1968

Communication, Cooperation, and Negotiation  
in Culturally Heterogeneous Groups

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Report of Progress under Contract ARPA No. 454  
Project Code 2870, Nonr 1834(36) ✓

with the  
Advanced Research Projects Agency  
Fred E. Fiedler and Harry C. Triandis  
Principal Investigators

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## QUARTERLY REPORT

October, 1968

### General

We have given a great deal of emphasis to finding appropriate situations which will permit the field evaluation of culture assimilators. Fiedler had conferences at Fort Bragg, North Carolina, with officers of the Special Warfare School, and between September 24 and October 25 he visited Thailand, Iran, and Athens for extended planning conferences designed to implement the evaluation studies. A letter reporting this trip is attached. In general, the culture assimilators have received an excellent reception from military as well as civilian officials abroad, and there is no question at this moment that this approach to culture training would meet an urgently felt need. Studies of leadership, relevant for the optimal utilization of the culture assimilator programs are being conducted in the United States as well as abroad, as indicated below.

Triandis is spending the year at the Center for International Studies at Cornell University writing a final report for Sub-Project I. The report will be in the form of a book titled The Analysis of Subjective Culture. It will present a theoretical integration of the concepts developed in Sub-Project I as well as a discussion of the following: methodological problems of cross-cultural research; approaches to the analysis of subjective culture, such as the use of multidimensional scaling, componential analysis, facet analysis, factor analysis and feature analysis in the determination

of the meaning of concepts; cross-cultural studies of a variety of cognitive structures, such as stereotypes, roles, behavioral intentions, attitudes and values; implications for cross-cultural training, economic development, and international political behavior. A vast literature on these topics is currently being surveyed and integrated with the work produced under the contract. The book will be completed by June 1969.

#### Field Evaluation in Greece

Terence Mitchell spent the summer in Greece at the Institute of Anthropos to gather material for the development of a Greek Culture Assimilator. Most of the time was spent gathering "critical incidents" which are situations in which Americans and Greeks have had misunderstandings of one kind or another.

Extensive interviews with both American and Greek personnel in the military, business, government and academic areas yielded around 150-200 of these incidents. We are currently writing these incidents up as full episodes including alternative interpretations and feedback material for each explanation. In the next few months we will begin a variety of validation steps before the final preparation of the instrument.

#### The Honduras Study

The Honduras study is concerned with the determinants of performance and adjustment of voluntary medical teams in Central America. The 1966 data showed that leadership style and situational stress determined adjustment and performance in a manner which was consistent with predictions from Fiedler's Contingency Model of leadership. These findings have been accepted for publication by Human Relations and will appear next year.

Analysis of the 1967 data indicate that these findings will be corroborated to a large extent. Progress results also indicate that culture training using the Honduras Assimilator leads to a significant improvement in team adjustment. Many hypotheses about the relationships between leadership style, team organization and team performance which were suggested by the 1966 and 1967 data are being investigated in the 1968 study. At present all questionnaires from the 1968 study have been processed and statistical analyses are just beginning.

#### Semantic Game Project

The Semantic Game I nears completion. The first technical report by C. E. Osgood and J. G. Ayer, "Further validation and methodological extension of ten a priori semantic features for interpersonal verbs," No. 66, November, 1968, will be released. A second paper by J. G. Ayer, "Meaning similarity as a dimension of group performance," nears completion.

Osgood's extensive report on semantic feature analysis "Interpersonal verbs and interpersonal behavior" is being released as technical report No. 64, November, 1968.

Preparation for a second phase of The Semantic Game study has begun. This work will constitute Mrs. Ayer's dissertation. Permission has been obtained to use Negro and white high school students from Central High School in Champaign. Groups having members with same or mixed race will be assembled with "similar" and "all different" semantic meanings for 30 common interpersonal verbs will play the semantic game. Semantic similarity will be assessed by the same method used in the previous study -- subject factors are determined from judgments of permissibility in ordinary English of all

pairs of the 30 interpersonal verbs and their "best fitting" adverbs. A new dimension is being added to the proposed study. Similarity of the member's behavioral intentions in regard to the group task. This develops from the notion that "cultural" differences are reflected basically onto two dimensions: (a) degree of meaning similarity regarding the task elements; (b) degree of similarity of behavioral expectations in the task situation (i.e., proper protocol). An instrument is being developed to assess such intentions. The proposed analysis will be mostly concerned with the agreement between the behavior intentions and actual member behavior (from observer reports) and the relative amount of variance in the products accounted for by the two dimensions.

Professional Personnel

(Contract Nonr 1834 (36))

Personnel Supported by Contract

Ayer, Judith	Research Assistant	50%
Bates, Peter	Research Assistant	50%
Hewett, Thomas	Research Assistant	50%
Schwartz, Steven	Research Assistant	50%
Wood, Michael	Research Assistant	50%

Other Personnel Working on ARPA ONR Project or Related Research\*

Chemers, Martin	Assistant Professor (Research Associate until 9/1/68; now at the University of Delaware)
Fiedler, Fred E.	Professor
Mitchell, Terence	Research Associate
Nealey, Stanley	Assistant Professor
O'Brien, Gordon	Research Assistant Professor
Osgood, Charles	Professor
Triandis, Harry	Professor

Foreign Consultants

Archer, W. K.	Teheran
Vassiliou, V. (M. Nassiakou)	Greece
Lekhyananda, Duangduen	Thailand

\*Paid from other funds.

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