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# Group Effectiveness Research Laboratory

DEPARTMENT OF PSYCHOLOGY · UNIVERSITY OF ILLINOIS · URBANA, ILL.

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## THAI CULTURE ASSIMILATOR BOOK III

URIEL FOA  
TERRY MITCHELL  
SUTITHA SANTHAI  
NUANPEN WICHARAJOTE  
WEERAYUDH WICHARAJOTE

SPRING, 1967

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Interpersonal Perception and the Psychological Adjustment  
of Group Members, Contract DA-49-193-MD-2060  
with the  
Office of the Surgeon General  
U. S. Army Medical Research and Development Command  
FRED E. FIEDLER  
Principal Investigator

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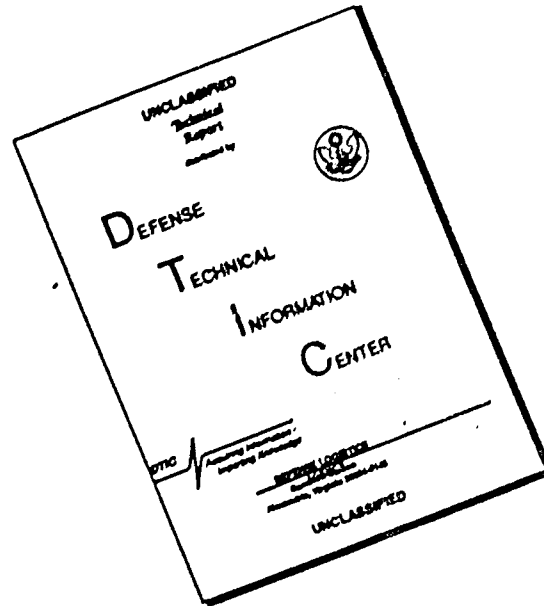
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GROUP EFFECTIVENESS RESEARCH LABORATORY

DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF ILLINOIS

URBANA, ILLINOIS

*DA-49-193-MD-2066  
BOOK III*

THAI CULTURE ASSIMILATOR.

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Interpersonal Perception and the Psychological  
Adjustment of Group Members, Contract DA-49-193-MD-2066

with the

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Office of the Surgeon General

Fred E. Fiedler  
Principal Investigator

159050

*J. F. ...*

INTRODUCTORY FRAME

Book III gives you an opportunity to place yourself in various situations in which you will be interacting with Thais. Typically, you will be concerned with problems between Thais and Americans, and you must decide the best way to solve the problem so that the Thais will not be offended.

The first few incidents deal with work situations and the relationship between the boss and his workers.

James Parker, a technical specialist for an American company, had to train many Thai personnel in new technical skills to keep up with modern devices. He was very casual about the way in which he acted with the people he was training. He never seemed to be in a hurry or to be impatient when someone was not there at the right time. He always seemed to be working, but the other Americans could not understand how he could train or keep the Thai personnel on such a casual schedule. However, Mr. Parker's department had the best Thai-American relations, which helped the work considerably.

What do you think is the most important point about this episode?

1. Mr. Parker was lazy and the workers liked him very much.

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2. The Thais were somewhat embarrassed by Mr. Parker's casual behavior, and consequently worked harder so that their division would not be laughed at.

Go to page 1-4

3. Mr. Parker was, in fact, doing alot of the work at home that his workers were not performing. This made the production look better than it really was.

Go to page 1-5

4. Mr. Parker understood that to rush the Thais was not the best way to get the job done.

Go to page 1-6.



You selected 1: Mr. Parker was lazy and the workers liked him very much.

This is close, but not exactly right.

It is true that the Thais would like their boss to be easy-going, but not necessarily lazy. There are more important implications in the story. It is the proper atmosphere and relationships which must be established.

Go to page 1-1

You selected 2: The Thais were somewhat embarrassed by Mr. Parker's casual behavior, and consequently worked harder so that their division would not be laughed at.

No, this is completely wrong. You did not think about your answer thoroughly.

The Thai reaction to someone they disliked or did not respect would not be an increase in effort, but rather a decrease. Try again.

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You selected 3: Mr. Parker was, in fact, doing alot of the work at home that his workers were not performing. This made the production look better than it really was.

A poor choice.

There is really nothing in the story to suggest that this alternative is correct. Think of previous episodes dealing with the work situation. Make another choice.

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You selected 4: Mr. Parker understood that to rush the Thais was not the best way to get the job done.

Right.

Mr. Parker learned that the American and Thais have different attitudes about time and punctuality. Time is money for the American, but this is not so for the Thai. Mr. Parker learned that a casual approach is best. By carrying some work with him, he could read or write letters while waiting for late arrivals. He could finish a great deal of work in this manner and still not be upset over the lack of a rigid schedule.

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A branch of an American oil company located just outside of Bangkok hired many Thai workers of various ages and backgrounds.

Richard Stone, the American manager, appointed Bunchob, a competent young mechanic, as the overseer of the local workers. Richard observed that at the beginning the local employees were rather reserved and the work was progressing slowly. A month later he noticed that Bunchob spent more time with the workers, addressing some of them as "Uncle", "Younger Brother", or "Big Brother". He spent off duty hours drinking, smoking, and eating with them. Richard was surprised to see that the amount of work increased.

Why do you think the amount of work increased?

1. It took quite awhile for the other workers to accept Bunchob as their boss because Thais are always slow to accept people.

Go to page 2-3

2. Bunchob found out that some of his workers were members of his family, and this increased their work effort.

Go to page 2-4

3. It was awhile before the workers considered Bunchob a "good guy," and until they felt that way they would not work wholeheartedly for him.

Go to page 2-5

4. Only after Bunchob established the proper relationships with his workers, based on the family structure, would the workers pitch in enthusiastically.

Go to page 2-6

You selected 1: It took quite awhile for the other workers to accept Bunchob as their boss because Thais are always slow to accept people.

An incorrect choice.

This is somewhat true, but the acceptance entails more than just time (liking the person). There are other important facets of acceptability. Try again.

Go to page 2-1

You selected 2: Bunchob found out that some of his workers were members of his family, and this increased their work effort.

This is not correct.

These workers are not really members of his family; they are just being called by nicknames. Nepotism does exist, but it is not really plausible that all of these people are true family members, since the American did the hiring.

Go to page 2-1



You selected 3: It was awhile before the workers considered Bunchob a "good guy," and until they felt that way they would not work wholeheartedly for him.

Wrong.

Being a "good guy" is important, but other things are also expected of the boss which this alternative fails to emphasize. Make another selection.

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You selected 4: Only after Bunchob established the proper relationships with his workers, based on the family structure, would the workers pitch in enthusiastically.

This is right. You made a good choice.

Whenever Thai people join in a group, they will attempt to evaluate and determine each other's status in order to establish a proper pattern of respect. A child learns early in his childhood to use the respectful terms for siblings in talking to each other, the husband calling his wife 'non' (younger sister), and the wife addressing the husband as 'pee' (older brother).

This pattern of respect in Thai society is based on the concept of status inequality which influences people at work as well as at play. The custom of addressing one another by kinship terms represents an expressive act of respect. This mode of behavior is also applied in speaking to outsiders with whom there is a somewhat close relationship.

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Mr. Banpote has been appointed the director of the Fishery Department by the Thai Government, where fifty-five men would be working under his supervision. Mr. Banpote learned from the previous director who used to work with these men that about one half of them were not good office workers. Some of them were habitual late comers, some frequently cut office hours to go to the afternoon movies, and still others spent long hours at coffee break in the nearby sidewalk cafe.

If you were Mr. Banpote, what would you do to improve the situation without asking them to resign?

1. I would have a meeting with them and call their attention to the existing problems. I would ask them to seriously conform to their expected duties. Those who do not conform will be punished.

Go to page 3-3

2. I would set a good example myself, first by coming to work right on time, not having a long coffee break, and at the same time I would try to be friendly with them.

Go to page 3-4

3. I would try to motivate them to like their job by introducing competitions and rewards into their work.

Go to page 3-5

4. I would go to see each of them, one by one, personally, and try to establish an informal relationship with them first (Pen gun eng basis). Then I would ask for their suggestions and cooperation to improve the work situation.

Go to page 3-6

You selected 1: I would have a meeting with them and call their attention to the existing problems. I would ask them to seriously conform to their expected duties. Those who do not conform will be punished.

A very bad choice.

The situation would probably become worse, not better. The employees might come to work on time but they wouldn't do anything. There are other things that are important to Thais besides the job. What have you forgotten? You are sliding back to American concept of efficiency.

Go to page 3-1

You selected 2: I would set a good example myself, first by coming to work right on time, not having a large coffee break, and at the same time I would try to be friendly with them.

You are close.

A personal relationship is good. However, some indication must be made about the existing problem.

Go to page 3-1

You selected 3: I would try to motivate them to like their job by introducing competitions and rewards into their work.

Incorrect.

This approach would not motivate the Thais.

Go to page 3-1

You selected 4: I would go to see each of them one by one, personally, and try to establish an informal relationship with them first ( Pen gun eng basis). Then I would ask for their suggestions and cooperation to improve the work situation.

Well done.

You have shown a personal interest in your workers, asked for their advice and discussed the problem at hand. The workers will certainly improve their performance.

Go to page 4-1



The Bangkok Institute of Research in Social Sciences invited many distinguished social scientists from various European universities to be the Institute's advisors, and to help train new personnel for research projects. One such research advisor was Professor Daniel McLane, a prominent Social Psychologist from the U. S. Professor McLane, acting as the head of an urban study, was directing a group of six workers. He noted that two of his workers, Sujinda and Panee, were often absent in the afternoon. After asking for advice from one of the Thai directors, he called Sujinda and Panee into his office. He said that he understood that they liked to go to the movies in the afternoon because there were fewer people at the theaters. He explained further that both Sujinda and Panee should also understand his position, that, as their director he was fully responsible for all of his staff members, and that he was the one to be blamed for any of his staff's misconduct. After this incident, both Sujinda and Panee came to work regularly in the afternoon.

What do you think is the most important point in Professor McLane's approach?

1. The warning made them feel so bad that they knew they had to come to work to avoid being fired or criticized in a more severe fashion.

Go to page 4-3

2. Sujinda and Panee were afraid of anyone else's knowing about their misconduct, so they decided to skip the movies for awhile, but would probably continue the practice after a few months.

Go to page 4-4

3. Because Professor McLane emphasized the responsibilities of his own, the Thais did not want to embarrass him, so they became more considerate.

Go to page 4-5

4. Sujinda and Panee did not wish to lose their job, so they stopped attending the movies in the afternoon.

Go to page 4-6

You selected 1: The warning made them feel so bad that they knew they had to come to work to avoid being fired or criticized in a more severe fashion.

This is partially correct.

Most employees are afraid of being fired or receiving severe criticisms from their boss. The incident did not state specifically if they would be subjected to such severe treatments in the future. Examine the episode and alternatives a little more closely.

Go to page 4-1

You selected 2: Sujinda and Panee were afraid of anyone else's knowing about their misconduct, so they decided to skip the movies for awhile, but would probably continue the practice after a few months.

This is wrong. There is no evidence to suggest this conclusion.

Both parts of this alternative are unlikely to happen. First, it is doubtful that Professor McLane would tell anyone of his talk with Sujinda and Panee. Secondly, the Thais would probably not continue their behavior even at a later date, once they had been criticized for their behavior.

Reread the passage and choose a better alternative.

Go to page 4-1

You selected 3: Because Professor McLane emphasized his own responsibilities, the Thais did not want to embarrass him, so they became more considerate.

Correct. This is the most appropriate alternative.

The important thing here is that Professor McLane has learned that in dealing with the local people, one must proceed to correct a mistake by indirect methods. By avoiding direct criticism, the two Thai workers were prevented from any loss of face. His approach was to clarify whatever was wrong and to offer his understanding. The important step was his explaining to these Thais not to forget how embarrassing it will be, and how much he would lose face if other people should learn that he could not cope with his own workers. He was particularly careful not to phrase it as a direct criticism. You are making fine progress.

Go to page 5-1

You selected 4: Sujinda and Panee did not wish to lose their job, so they stopped attending the movies in the afternoon.

In some instances this answer would be correct, but unfortunately this is not one of them.

It may very well be that they were afraid of losing their jobs, but the threat is not really evident here. There is a more subtle reason for the change in their behavior. Choose again.

Go to page 4-1

The Thai Government had given an American construction company a contract to enlarge and remodel the national railroad station in Thonburi. Charles Adams was appointed manager to handle the company's business in Bangkok. Charles recruited a staff of about forty local personnel to handle bookkeeping, records, etc. From the time these employees began thier work with the company, Charles found himself having to listen to and advise them on their family affairs and health problems.

How should Charles handle these problems?

1. Charles, as a manager, should, in his spare time, talk to each employee about his family and try to help solve his family problems as much as he can.

Go to page 5-3.

2. Charles should make known to the Thai employees that he is a manager, and does not have to be a counselor or social worker for their family affairs and health problems.

Go to page 5-4.

3. Charles should establish a social service division to take care of these kinds of problems of the employees.

Go to page 5-5.

4. Charles should appoint a Thai assistant who is qualified to handle, in a friendly (pen gun eng) basis, the social and family problems of these employees.

Go to page 5-6.



You selected 1: Charles, as a manager, should, in his spare time, talk to each employee about his family and try to help solve his family problems as much as he can.

Well done.

The boss has a very important function in Thai society, one that an American would find rather different from his expectations. The boss is considered to be similar to a father figure, and is supposed to personally care about each one of his employees. This relationship calls for the boss's involvement in personal affairs, both on the job and at home. It is important for the boss to fulfill this function if he wants to have the things run smoothly.

Go to page 6-1.

You selected 2: Charles should make known to the Thai employees that he is a manager, and does not have to be a counselor or social worker for their family affairs and health problems.

This is a poor choice.

By taking this approach, it is likely that the situation will get much worse. Use the information you have had previously.

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You selected 3: Charles should establish a social service division to take care of these kinds of problems of the employees.

Incorrect.

This approach is far too formal. The workers expect certain things from their boss, and if he wants to get the job done and have a pleasant atmosphere amongst his workers, he must try and live up to what they expect.

Go to page 5-1.

You selected 4: Charles should appoint a Thai assistant who is qualified to handle, on a friendly (pen gun eng) basis, the social and family problems of these employees.

Your answer is close.

The boss is smart to make sure that the family problems are dealt with by someone. However, his employees expect him to do this, not someone else. Make another choice.

Go to page 5-1.

Arake brought to Dr. Powel a part of his work which he had finished.  
Dr. Powel looked it over and found no mistakes in the work, but he felt that  
Arake had taken too long to finish the small amount of work.

If you were Dr. Powel, what would you do or say so that Arake would work harder and faster, and at the same time, would not see you as being too demanding or pushing him too much?

1. I would tell Arake that there is another important project which can best be done by him, because there is no other one who is competent in this area. But this project will have to be finished within (Specify the time). I would say, "I hope you can do the job well and on time. If any problems occur, please feel free to come see me."

Go to page 6-3.

2. I would say that he has done an excellent job. But, it would be equally important if he could work on it faster so that more work could be accomplished.

Go to page 6-4.

3. I would get interested in the young man's personal life and become friendly with him. I would jokingly ask him why he was tardy with his work.

Go to page 6-5.

4. I would tell Arake in detail what I expect from him in terms of quality of work and time. Since he has already done an excellent job, what he probably needs would be a deadline and a progress report in the meantime.

Go to page 6-6

You selected 1: I would tell Arake that there is another important project which can best be done by him, because there is no other one who is competent in this area. But this project will have to be finished within (specify the time). I would say, "I hope you can do the job well and in time. If any problems occur, please feel free to come see me."

This is close.

Arake would definitely appreciate the praise. The major problem here is the directness of the approach. Thais do not like to have specific deadlines for this type of work because they feel that it hinders their ability to think about the problem. Also, the work relationship is too formal.

Go to page 6-1.

You selected 2: I would say that he has done an excellent job. But, it would be equally important if he could work on it faster so that more work could be accomplished.

Incorrect.

The introductory praise is important, but the direct statement that he should work faster to get more accomplished, would probably have an adverse effect on his future work. He would probably become more upset and confused.

Go to page 6-1.



You selected 3: I would get interested in the young man's personal life and become friendly with him. I would jokingly ask him why he was tardy with his work.

This is correct.

This approach is always the best way to handle this type of problem. Arake would feel that you had confidence in him, and would appreciate your informal manner. He would try and please you as much as possible, by getting his work in on time. Your analysis of this problem, according to Thai culture, should run like the following

Go to page 7-1

You selected 4: I would tell Arake in detail what I expect from him in terms of quality of work and time. Since he has already done an excellent job, what he probably needs would be a deadline and a progress report in the meantime.

Wrong.

This answer is far too direct. Deadlines tend to hinder production, not help it. The Thais feel that it stifles their creativity and are forced to meet deadlines. There is a better choice.

Go to page 6-1

Mrs. Buapan, a Thai manager for a textiles company in Thailand, assigned the employees the work to be done. Before accepting this post, she had heard that the company was having difficulty with the morale and efficiency.

Assuming that you were the manager of this company, what would you do to improve the efficiency and morale of the employees?

1. I would find out what caused the troubles with morale and efficiency, and then I would try to correct them, accordingly, with my expert ability.

Go to page 7-3.

2. I would tighten the regulations concerning the work schedule and proper behaviors of the employees.

Go to page 7-4.

3. I would try to study the habits, personality, and needs of each employee and try to assign the right people to the right kind of work. I would also introduce a special bonus system to the workers.

Go to page 7-5.

4. I would invite them, a small group at a time, to dinner in my home. The priority would be to invite the chief engineer and the foreman. When I had established a personal relationship with them, I would consult them tactfully on how to improve some of the existing problems.

Go to page 7-6.

You selected 1: I would find out what caused the troubles with morale and efficiency, and then I would try to correct them, accordingly, with my expert ability.

There is a better choice.

You must get to know your workers if you want to increase the efficiency. The method you have chosen would probably not help the situation.

Go to page 7-1.

You selected 2: I would tighten the regulations concerning the work  
schedule and proper behavior of the employees.

A bad choice.

This would probably increase the problem, not help it. Think about  
the proper manner to approach This.

Go to page 7-1.

You selected 3: I would try to study the habits, personality, and needs of each employee and try to assign the right people to the right kind of work. I would also introduce a special bonus system to the workers.

This is only partially correct.

The attempt to find out personal needs is important. You must also try and establish informal and friendship relations with these people. By just looking at their needs and introducing a bonus system, you have not done enough.

Go to page 7-1.

You selected 4: I would invite them, a small group at a time, to dinner at my house. The priority would be to invite the chief engineer and the foreman. When I had established a personal relationship with them, I would consult them tactfully on how to improve some of the existing problems.

Excellent choice.

You have gone through the proper steps. Make friends with the people and show the proper respect to the foreman and chief engineer. Then, discuss the situation tactfully, asking for their suggestions, as friends.

Go to page 8-1.



In an all-girl school, several students reported to the principal, Mrs. Puangtip, that the new English teacher, Miss Yenchai, was almost always ten or fifteen minutes late for one class. The principal also noticed that Miss Yenchai tended to be late for the staff meetings.

If you were Miss Puangtip, how would you handle this situation so that Miss Yenchai would not be late for her class, and at the same time would not have hard feelings against you?

1. Through monthly staff meetings, I would talk about general official disciplines such as coffee breaks, regulations, and the necessity for coming to work on time.

Go to page 8-3.

2. I would call her into my office and tell her to be on time, by reasoning with her that the teacher set a good example for the students.

Go to page 8-4.

3. I would point out Miss Yenchai's good qualities and always praise her at staff meetings. I would not say anything about her being late. This will make her look back to what she has done and improve her image, as set up by the principal.

Go to page 8-5.

4. During a staff meeting I would emphasize the importance of punctuality. Later, I would try to make Miss Yenchai feel that she was my best teacher, and that I was interested in her personally. I would talk with her about her interests. While we were on a friendly basis, I would subtly and indirectly emphasize the importance of her being late.

Go to page 8-6.

You selected 1: Through monthly staff meetings, I would talk about general official disciplines such as coffee breaks, regulations, and the necessity for coming to work on time.

Not quite.

The effectiveness of this approach is doubtful. All of the teachers would agree that these regulations are important, but they probably would not change their behavior to any great extent.

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You selected 2: I would call her into my office and tell her to be on time, by reasoning with her that the teacher set a good example for the students.

Incorrect.

This approach is far too direct. Miss Yenchai would be terribly hurt and upset by the criticism. It is true that she would be on time, but this type of criticism should be used only as a last resort.

Go to page 8-1.

You selected 3: I would point out Miss Yenchai's good qualities and always praise her at staff meetings. I would not say anything about her being late. This will make her look back to what she has done and improve her image, as set up by the principal.

This is only partially correct.

It is definitely important to establish a friendly relationship with Miss Yenchai. However, it is doubtful that she will change her ways, if all she received is praise.

Go to page 8-1.

You selected 4: During a staff meeting I would emphasize the importance of punctuality. Later, I would try to make Miss Yenchai feel that she was my best teacher, and that I was interested in her personally. I would talk with her about her interests. While we were on a friendly basis, I would subtly and indirectly emphasize the importance of her being late.

This is the best choice.

Miss Yenchai will feel honored that you have praised her, and will wish to do anything to please you. When you hint that she might be a little more prompt in coming to class, she will probably start being on time. The major thing to understand is that the suggestion or hint was made only after the proper relationship was established. Also, the suggestion is made in an indirect fashion, and would not be seen as a direct criticism. If these methods fail, then, and only then, should you be more direct or severe.

Go to page 9-1.

A group of graduate students from Chulalongkorn University was discussing their research project. Sutitha, one of the students, presented a report of her current work. When she was finished, another student, Sutas, pointed out some mistakes that he had noticed. Sutitha smiled and became quiet.

What do you think Sutas should do to make sure that Sutitha was not upset with him?

1. Sutas should also become quite and wait until Sutitha is in a good mood. Then, he should try and become friendly with him again.

Go to page 9-3

2. Sutas should be friendly with Sutitha as usual, without mentioning the incident again. Then Sutitha would gradually forget that Sutas made her upset.

Go to page 9-4.

3. Sutas should not worry because Sutitha should not be upset with him. He should behave as usual.

Go to page 9-5.

4. Sutas should smile at her to help ease the tense atmosphere, and then proceed to sincerely point out some good points. Also, Sutas should give some credits to her overall report. He should then conclude that the minor mistakes that he had pointed out are merely his own viewpoints which might not be necessarily correct.

Go to page 9-6.



You selected 1: Sutas should also become quiet, and wait until Sutitha is in a good mood, Then, he should try and become friendly with her again.

Incorrect.

You might have thought that Sutitha was only temporarily upset. However, an insult like this will usually cause mistrust and hostility for a long time. Try again.

Go to page 9-1.

You selected 2: Sutas should be friendly with Sutitha as usual, without mentioning the incident again. Then, Sutitha would gradually forget that Sutas made her upset.

This choice is partially correct.

Usually a Thai will take criticism as a personal attack on his individual integrity and self-esteem (face). He will also infer the criticizer's motive as being destructive and offensive. That is why the Thai is deeply hurt when he is criticized in public. But a certain amount of intimate friendship will often iron out the hard feelings. There is a better choice, however.

Go to page 3-1.

You selected 3: Sutas should not worry because Sutitha should not be upset with him. He should behave as usual.

This is a bad choice.

You should have learned by now that when a Thai becomes quiet, it means that he or she is angry, upset, or possibly irritated. Reread the passage and try again.

Go to page 9-1.

You selected 4: Sutas should smile at her to help ease the tense atmosphere, and then proceed to sincerely point out some good points. Also, Sutas should give some credits to her overall report. He should then conclude that the minor mistakes that he had pointed out are merely his own viewpoints which might not be necessarily correct.

You are very diplomatic.

One of the unique functions of a "Siamese Smile" is to ease the interpersonal tension. This type of smile usually serves to re-affirm the other that their relationship is still on a friendly basis, not a destructive one. To accredit her work is another strategy to boost the other's self-esteem. Usually, the Thais, if necessary at all to criticize, will introduce praises to the person first and follow in a friendly and diplomatic way with some criticism, with a gesture or remark of good intention to go along with it.

Go to page 10-1

An American company opened a branch of its plant in Bangkok. They imported several executives and supervisors from America. These men and their wives were for the most part delighted to live for a while in such an exotic place. They immediately began a very active social life. They wanted to learn as much about Thailand as possible, and so they invited several high-ranking Thais and their wives to their parties. At one of these events, the wife of the American executive giving the party wore tight-fitting, very elegant silk hostess slacks. She, as well as her friends, was very friendly and informal and enjoyed entertaining in this way. The Thais seemed very embarrassed at this party.

Suppose that you knew the wife of the American executive well; what would you do to improve this situation?

1. I would try to point out to the American lady at some other time that this kind of dress has not yet been accepted by the Thai social standards. By having a similar party myself, she would see that her attire had not been appropriate.

Go to page 10-3.

2. I would invite the lady and her husband to my home for a similar kind of party and tactfully explain the various Thai dresses worn at that party. I would also tell her what kinds of dresses are appropriate for what occasions.

Go to page 10-4.

3. I would go to talk to her alone about the appropriate dress for this kind of party, and tell her that the way she dressed would be looked down upon by Poo Yai (superiors) who were also invited to that party. If possible, I would ask her to go back and change.

Go to page 10-5.

4. I would arrange an informal fashion variety show, and explain the appropriateness of various styles and fashion. When it came to the American lady, I would emphasize the qualities of Thai silk. I would tell the audience that in the U.S.A., parties are usually informal.

Go to page 10-6.

You selected 1: I would try to point out to the American lady at some other time that this kind of dress has not yet been accepted by the Thai social standards. By having a similar party myself, she would see that her attire had not been appropriate.

Correct.

This is the most indirect choice. The party would probably have Thais and Americans who had been in the country for some time. These people would know what dress was appropriate, and the new Americans would quickly learn what was socially acceptable.

The problem here also has sexual overtones. For an American woman, or, in fact, any woman to be dressed in this manner is an indication of promiscuity. The Thais would not think of this woman highly, and if she continued to dress in this fashion, she would soon be avoided by all the Thais.

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You selected 2: I would invite the lady and her husband to my home for a similar kind of party and tactfully explain the various Thai dresses worn at that party. I would also tell her what kinds of dresses are appropriate for what occasions.

This is close.

The party idea is a good one. It is important, however, that the American lady is given a chance to notice what dress is appropriate. She will be able to see that all of the Thais and the Americans who had been in the country for awhile were conservatively dressed. If this approach fails, then a subtle hint might be in order, but not until then.

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You selected 3: I would go to talk to her alone about the appropriate dress for this kind of party, and tell her that the way she dressed would be looked down upon by Poo Yai (superiors) who were also invited to that party. If possible, I would ask her to go back and change.

Wrong.

This approach is far too direct. It is probable that the American would be less offended than a Thai in this situation. However, it is unlikely that a Thai would behave this way.

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You selected 4: I would arrange an informal fashion variety show, and explain the appropriateness of various style and fashion. When it comes to the American lady, I would emphasize the qualities of Thai silk. I would tell the audience that in the U.S.A., parties are usually informal.

Close, but not quite correct.

The show is a good idea. The problem here is that you have directed attention to the American lady. Your Thai friends would see this as rather rude. There is a better alternative.

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At Siriraj Hospital, Somsri, a new intern, was working under the supervision of Dr. Komon, Medical Director of the hospital and a physician with many years of practice. Young Somsri felt that Dr. Komon had made a mistake in prescribing an old-fashioned remedy in a particular serious case.

If you were Somsri, what would you do to help the patient and still maintain good relations with the Director of the hospital?

If you were Somsri, what would you do to help the patient and still maintain good relations with the Director of the hospital?

1. I would personally go to Dr. Komon and ask his advice, pretending that I knew nothing about it. I'd inquire how to use various drugs, including the one used by Dr. Komon in curing that disease. I'd ask him about potential harms of giving a wrong drug to cure that disease. If Dr. Komon still did not get the point, then I would ask him, "If you were an intern, seeing an experienced doctor administer the wrong drug to a patient, what would you do?" His solution should then be applied to him.

Go to page 11 - 3

2. I would ask how good that drug was in treating that case and suggest to him, as an alternative, another drug which I thought was better. I would also assert my own opinion concerning why the latter was possible a better one. But I would stay calm and remain friendly if Dr. Komon seemed to be angry.

Go to page 11 - 4

3. I would tell him that I had just read an article about a new drug which was more effective in the treatment of this case. For the sake of the patient's health, Dr. Komon should then try the new drug.

Go to page 11 - 5

4. I would go to see him personally and first ask him whether there was another remedy for this case. Then I would suggest the new remedy

4. to him and ask for his comments and reactions. If he agreed that it was a better remedy, I would then ask him whether we should give it a try in this case.

Go to page 11 - 6

You selected 1: I would personally go to Dr. Komon and ask his advice, pretending that I knew nothing about it. I'd inquire how to use various drugs, including the one used by Dr. Komon in curing that disease. I'd ask him about potential harms of giving a wrong drug to cure that disease. If Dr. Komon still did not get the point, then I would ask him, "If you were an intern, seeing an experienced doctor administer the wrong drug to a patient, what would you do?" His solution should then be applied to him.

Correct. The situation here is somewhat different from preceding episodes. The problem concerns a subordinate disagreeing with his boss. In this situation one must be extremely careful not to criticize. This approach, in fact, never even mentions the possibility of Dr. Komon's being incorrect.

The doctor would feel complimented when you asked for his advice and probably be friendly toward you. He might even ask you if you knew or had learned anything that would supplement his advice. In any case, you would have done the best thing under the circumstances.

There is an important and significant difference here compared to the American approach. Americans would feel that saving a sick man's life was the major concern. The best drug should be used at all costs. However, in Thailand, the most important thing is that the boss should not "lose face." In some cases an intern might give a drug to a patient without his supervisor's consent, but this would be unusual. After all, most Thais do believe in reincarnation.

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You selected 2: I would ask how good that drug was in treating that case and suggest to him, as an alternative, another drug which I thought was better. I would also assert my own opinion concerning why the latter was possibly a better one. But I would stay calm and remain friendly if Dr. Komon seemed to be angry.

Incorrect. A subordinate should not question the opinion of his boss. The approach mentioned here is too direct.

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You selected 3: I would tell him that I had just read an article about a new drug which was more effective in the treatment of this case. For the sake of the patient's health, Dr. Komon should then try the new drug.

Wrong. This method is too direct. Somsri would endanger his whole medical future by speaking in this way.

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You selected 4: I would go to see him personally and first ask him whether there was another remedy for this case. Then I would suggest the new remedy to him and ask for his comments and reactions. If he agreed that it was a better remedy, I would then ask him whether we should give it a try in this case.

Close. You are partially correct. It is important to praise the doctor and to get his advice. However, in this situation, we have a subordinate disagreeing with his superior. The intern should never imply that his superior has made a mistake. His approach should be even more indirect.

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Tep is a research assistant in the social science department at a large university in Thailand. Part of his job is being a participant in weekly conferences with his boss and several other research assistants and professors. The discussions which take place are usually centered around whatever project the anthropology department is involved in at the time. Usually, research design is a main topic.

At one such meeting, Tep's boss presented an idea for a research design which seemed to Tep to be faulty in two particular areas.

If you were Tep, how would you present your criticisms to your boss?

1. If I were Tep and bright and brave enough, I would stand up and present my criticisms to the boss. If the boss also is confident that his design is correct, he should come to terms with Tep on the basis of intelligent discussion.

Go to page 12 - 3

2. If I were positively sure that my boss was wrong, I would not stand up and criticize him in the meeting. Rather, I would keep silent and later try to find an opportunity to see him personally either in his office or outside. Then I would find a way to tactfully persuade him that his design in general was good, but there was some room for improvements which would make it even better.

Go to page 12 - 4

3. I would not strongly criticize his design in the meeting. Later, I would write him a note explaining my objections tactfully and offering suggestions.

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4. I would keep my mouth shut at all times. He might fire me if I criticized him in any way. In a case like this, the Thai is apt to cite a saying: speaking is worth two cents, while staying silent is worth a golden dime.

Go to page 12 - 6

You selected 1: If I were Tep and bright and brave enough, I would stand up and present my criticisms to the boss. If the boss also is confident that his design is correct, he should come to terms with Tep on the basis of intelligent discussion.

Wrong. Bright and brave you might be, but you would also be very silly. To criticize your boss in front of others would be sheer suicide for your academic career. One must always find the proper road to success in Thailand. Public criticism of your superior is not the right approach.

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You selected 2: If I were positively sure that my boss was wrong, I would not stand up and criticize him in the meeting. Rather, I would keep silent and later try to find an opportunity to see him personally either in his office or outside. Then I would find a way to tactfully persuade him that his design in general was good, but there was some room for improvements which would make it even better.

This is the best choice. There are four things that you have done here which are correct. First, you avoided a direct confrontation in front of others. Second, you saw your superior in person. Establishing a friendly and informal relationship is always important. Third, you began your remarks with praise when you discussed the project with him. You are showing the proper respect by praising him in this way. Fourth, you offered your ideas as suggestions and you offered them tactfully and indirectly. Well done.

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You selected 3: I would not strongly criticize his design in the meeting. Later, I would write him a note explaining my objections tactfully and offering suggestions.

Only partially correct. It is good that you avoided criticizing your boss directly. However, the idea of a note is not a good one. You should establish a personal friendly relationship with your boss, and this can not be done by notes. Second, by putting your remarks on paper, you have lost all chance of using interpersonal relations to your advantage. There is a better choice.

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You selected 4: I would keep my mouth shut at all times. He might fire me if I criticized him in any way. In a case like this, the Thai is apt to cite a saying: speaking is worth two cents, while staying silent is worth a golden dime.

This is not the best choice. It is good to keep your mouth shut in the meeting. If you want to get ahead, however, you must show the boss that you have some good ideas. If you present these ideas in the proper way, you will benefit yourself and the boss.

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Mr. James Bradley went with a group of officials from the Ministry of Education to hold a conference with a large group of teachers in a town near Bangkok. Upon arriving at a conclusion concerning the use of one particular method of teaching English, Mr. Bradley, in order to make sure that everybody understood, asked for a volunteer to demonstrate the method. Nobporn, an English teacher from the government girls' school in town, volunteered and did a fine job. Mr. Bradley praised her a great deal and emphasized the good points she had made.

One of the officials from the Ministry of Education told the school principal where Nobporn taught that Nobporn was showing off and did not conduct herself properly.



What should Nobporn do to get back in the good graces of the officials from the Ministry of Education?

1. Nobporn should go to see that official personally and should apologize for her behavior if it had not been done properly.

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2. Nobporn should go to see the principal alone and explain to him that her public behavior was not as a show off, but simply a sincere effort to cooperate with Mr. Bradley. The principal would then write a report to the official in the ministry in Nobporn's behalf.

Go to page 13-4

3. Let by-gones be by-gones with the official. The important thing for Nobporn is to try to be a good teacher in order to win favor and admiration from the principal, who is her immediate boss.

Go to page 13-5

4. Nobporn should not care if she has done it with sincerity. She should also tell those who knew this repercussion (conflict), that she has done it with good intention.

Go to page 13-6

You selected 1: Nobporn should go to see that official personally and should apologize for her behavior if it had not been done properly.

Very good advice.

Since the Thais usually appreciate the personal indirect approach, this alternative will be very effective. Besides, by apologizing to the official, Nobporn has re-affirmed her position as an inferior, thus accepting the official as her beneficial superior. The Thai saying in this connection is that "Try to do well, but not to be outstanding, for it will endanger you" and as an inferior, one should know your place!

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You selected 2: Nobporn should go to see the principal alone and explain to him that her public behavior was not as a show off, but simply a sincere effort to cooperate with Mr. Bradley. The principal would then write a report to the official in the ministry in Nobporn's behalf.

This is quite a good choice.

Even though this alternative is not the best, it is quite effective in decreasing the friction between Nobporn and the official, by the work of the intermediary. Particulary, the reasons given to justify her behavior were quite attractive. It is usually true that many American experts were disappointed when they asked for reactions, comments, questions, or volunteers from the Thai audience. Thus, Nobporn's effort was possibly to try to show the Americans that the Thais also have some thinking and imaginative.

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You selected 3: Let by-gones be by-gones with the official. The most important thing for Nobporn is to try to be a good teacher in order to win favors and admirations from the principal who is her immediate boss.

Not very good.

According to the Thai centralized bureaucratic structure, if that official still held a grudge against Nobporn, when the time comes for promotion consideration, she might not be promoted for that year.

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You selected 4: Nobporn should not care if she has done it with sincerity. She should also tell those who knew this repercussion (conflict), that she had done it with good intention.

Not so bad. |

If Nobporn is the independent type, that solution seems to fit the situation. But she might not be given a raise at the year's end. Her career might be in jeopardy.

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Judy Langdon, a Peace Corps volunteer, was assigned to teach English in a high school in Petburi. Since Judy came to Thailand right after her graduation, she did not have any teaching experience. So she requested the principal to arrange for her to observe a class of English taught by an experienced Thai teacher; her request was granted. Judy sat and watched quietly without intervening. At one point a student, Somkid, asked the Thai teacher to explain the concepts to Somkid. Judy again said nothing and thanked the Thai teacher politely when she left. One week later Judy found out that there was an English exam in that class and only Somkid and Prasit failed.

If you were one of the two boys and you were sure that you had done quite a good job on the exam, what would you do in order to pass the exam and be accepted by that teacher again?

1. I would go to see the teacher and ask to see my exam. If I really did not do well on the exam, I would accept the fact. But if I still think I did well, I would ask a British or American teacher to correct my paper.

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2. I would make a complaint to the principal to investigate the case.

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3. I would go to see the teacher personally and tell her I was sorry to fail. I would promise to study harder and ask her for extra help in English.

Go to page 14-5

4. I would transfer to another class section or to another school.

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You selected 1: I would go to see the teacher and ask to see my exam. If I really did not do well on the exam, I would accept the fact. But if I still think I did well, I would ask a British or American teacher to correct my paper.

Incorrect.

By asking for outside help you would insult this teacher even more. After this mistake, you could be fairly sure that this teacher would try to hurt you every time she had the chance. There is a much better approach.

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You selected 2: I would make a complaint to the principal to investigate the case.

Wrong.

You would be hated by your teacher for this type of behavior. You can be fairly sure that your teacher would punish you in some other way later.

Go to page 14-1

You selected 3: I would go to see the teacher personally and tell her I was sorry to fail. I would promise to study harder and ask her for extra help in English.

Well done.

The approach to take here is that you have made the mistake. Even if your exam had been better than the teacher said it was, you should not imply that she graded your paper incorrectly. It is necessary to have the teacher on your side. Ask for her advice, be very polite, and make her feel respected. In this way, you might get back into her good graces.

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You selected 4: I would transfer to another class section or to another school.

This is not the best choice.

By transferring sections you have avoided a direct conflict with the teacher. However, you have left the problem unresolved. There is a better approach.

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Miss Puangpen, a recent arrival in Bangkok from Songkla, was looking for an apartment. After much difficulty she located a suitable house. The owner of the house was persuaded to rent it at a considerable price. Miss Puangpen made arrangements for rental through the daughter of the Thai family. The matter was arranged cordially, and Miss Puangpen then became very friendly to the Thai family.

A short time after moving into the house, certain things went wrong. Miss Puangpen talked to the owner a few times, but the repairs were not forthcoming.

If you were Miss Puangpen, what would you do to get the things fixed and still maintain good relations with the owner?

1. Pay for the repair herself, and if the owner offers the money for the repair, accept it.

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2. If the owner forgets because he is busy, tell him that she is willing to get a worker to repair it. If the owner still ignores it, leave with a good excuse.

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3. If the owner has no good reasons for not fixing the things that went wrong, and if I would still want to maintain good relations with the owner, I would move to another apartment.

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4. Invite the owner to a dinner at your house, and tactfully show the defects of the things that need to be fixed. For example, seat your guests under a leak.

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You selected 1: Pay for the repair herself, and if the owner offers the money for the repair, accept it.

A good choice, but it is not correct.

It is good that you did not directly criticize the landlord. However, it is not your job or obligation to pay for these repairs. There is a better idea available.

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You selected 2: If the owner forgets because he is busy, tell him that she is willing to get a worker to repair it. If the owner still ignores it, leave with a good excuse.

You have made a bad selection.

You must try to utilize the information you have learned. In this situation, you want to have the repairs made and still remain friends with the Thais.

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You selected 3: If the owner has no good reasons for not fixing the things that went wrong, and if I would still want to maintain good relations with the owner, I would move to another apartment.

Only partially correct.

It is better to keep the good relations with the owner than to openly show hostility. However, there is an alternative available which will solve both problems.

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You selected 4: Invite the owner to a dinner at your house, and tactfully show the defects of the things that need to be fixed. For example, seat your guests under a leak.

Correct.

This is the best of all possible worlds. You have asked the owner to your house and become closer friends. He also has noticed the repairs that need to be done, and will probably have them taken care of immediately.

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Miss Pranom was a young Thai teacher who had just graduated from Teacher Training College. She was hired to teach English at a small Hatayom school in central Thailand. When she arrived at her school she was very disappointed to learn that the English program was quite poor and that most of her students did not like to study English.

You selected 1: 'I would not care for others' opinions about my work. If I do care for Miss Pranom's intention, I think I would have had wasted my time of college study. I would go ahead and experiment to see what is best in the long run for the students.

A very poor choice.

Miss Pranom has not been out of college too long. By not recognizing the proper people and establishing the proper relationships with these people, she has already hindered any further plans she might have. By being direct and not considering the others, she would create hostility and jealousy, and finally, she would be rejected by the rest of the faculty.

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You selected 2: I would first of all try to make friends with them on a friendly basis, consult with the older teachers and try to inform them that their English program is good. I would say that there are some things which are new and that we have to add them to the old program.

An excellent pick.

By establishing the proper formal and informal relationships with both her peers and superiors, Miss Franom will be able to introduce some of her ideas gradually. Also, by making these ideas seem like additional contributions to the existing program, rather than criticism, she will not offend her colleagues.

All of this is accomplished by being proficient in the human relations skills. One must be reserved at first and gain the friendship of others. As friends, one could speak more frankly because friends do not criticize others. These friendship bonds would be the basis for establishing new programs or introducing change.

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You selected 3: I would personally consult the principal on the improvement. If he agrees with me, then a committee headed by the principal should be formed by inviting the head of the English division to join in the committee.

Partially correct, but this is certainly not the best answer.

Miss Pranon should definitely consult her superiors about her plans and ideas. The major problem with this alternative is that she has failed to go through the proper channels and procedures for gaining the acceptance of new ideas. Her friends and immediate superiors will be greatly offended that she "went over their heads" to speak to the principal. Also, if her ideas are accepted, many of the teachers would be jealous and angry at her special attention. She would find that many of the teachers would ignore her and make things difficult for her

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You selected 4: I would point out the importance of the English language as a key to knowledge and international communication; I would encourage the program by giving credits to the older teachers.

Incorrect.

It is important to recognize the older teachers. But, by just pointing out the importance of the English language and coming up with new ideas, which she credits to others, is a technique that would be too direct. It is not subtle enough. The teachers would think she was really trying to gain prominence for herself.

Go to page 16-1

Khunying Somsamai, the wife of a high-ranking official, was quite active in the social functions of a new youth club in Cholburi. At one meeting at which Khunying Somsamai was the chairman, Piroj, a very bright young man, proposed that the club should raise money to finance the Community Electric Project. He also suggested that one way to raise the money was to organize a festival in that community. Khunying strongly opposed the proposal by pointing out that the project was too big and could not be carried out. Besides Khunying doubted that the people in the community would be willing to cooperate.

If you were Piroj, and you were sure that Khunying was wrong, (since you knew that the club had many thousand members) and was supported by the people, as well as many civilian and governmental agencies in that community, how would you go about convincing her that your proposal was amendable and should be further discussed?

1. I would organize the festival myself by inviting other active members next to Khunying to support me, and be chairman of the festival. When the festival is successful, Khunying will be convinced.

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2. I would say that Khunying was correct, as the project is truly big. If the whole community would not cooperate, it would not be done. But, it seemed to me that most people would support it. Khunying should talk to Mr. \_\_\_\_\_ and see what he would say.

Go to page 17-4.

3. I would point out the projects that have been completed and emphasize the size and difficulties. I would also point out how the community admired people for the usefulness of the projects, then propose that I would volunteer to collect the data for Khunying so that she would know for sure how many people would want to have the new project done; also I would inquire about how many important people would support and cooperate in the project.

Go to page 17-5.

4. I would drop the proposal completely because there is no way to get it done, if the active member, who is the wife of a high-ranking official, disagreed.

Go to page 17-6.



You selected 1: I would organize the festival myself by inviting other active members next to Khunying to support me, and be chairman of the festival. When the festival is successful, Khunying will be convinced.

This is a blunder.

Khunying will be convinced, indeed, but she would lose face and become an outsider. Opposition can be expected from her, and it is possible that the festival will not be a successful one.

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You selected 2: I would say that Khunying was correct, as the project is truly big. If the whole community would not cooperate, it could not be done. But, it seemed to me that most people would support it. I would suggest that Khunying talk to the people in the community to see how they felt.

This is partially correct.

This method would take a much longer time. Khunying may decide not to talk to anybody about it, since she had disagreed with the proposal from the beginning.

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You selected 3: I would point out the projects that have been completed and emphasize the size and difficulties. I would also point out how the community admired people for the usefulness of the projects, then propose that I would volunteer to collect the data for Khunying so that she would know for sure how many people would want to have the new project done; also I would inquire about how many important people would support and cooperate in the project.

Correct.

The need of the community alone would not be a good enough reason for Khunying to work for. A Thai would not identify with community need, due to the fact that he or she is more self-centered oriented.

A man like Piroj deviates from the norm. Usually if he is not diplomatic enough, he will have a hard time trying to get things done. By pointing out the fact that Khunying will be respected for her work, Piroj has sweetened the pot. Also, he has offered to do the work himself.

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You selected 4: I would drop the proposal completely because there is not way to get it done, if the active member, who is the wife of a high-ranking official, disagreed.

Wrong.

There is a better approach which might allow you to be successful.

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Some American community development advisers were traveling through Thailand with some native experts. They were gathering data for work they were planning later.

The Thais stopped at every famous Buddhist temple to worship, no matter how inconvenient. One American was impressed with their devotion and the obviously high value which they placed on religion. He decided to try to show his appreciation of their culture, and when the group stopped at the next temple he accompanied them inside, took off his shoes and hat, and made offering of money to the monks. When they left the temple, the other American noticed that the Thais were especially friendly to the American that had participated in the temple ritual.

Why were the Thais so friendly?

1. The Thais thought that since the American participated in the ceremony, they could possibly convert him to Buddhism.

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2. The American had pleased the Thais by showing his appreciation and understanding of their culture.

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3. By showing their appreciation to the one American that had participated, the Thais felt that possibly the rest might join in the next time.

Go to page 18-5.

4. The Thais were pleased that the American gave money to the monks, and they hoped that he might give more if they were friendly to him.

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You selected 1: The Thais thought that since the American participated in the ceremony, they could possibly convert him to Buddhism.

This is not it.

The Buddhists do not have the same zeal for converting people to their faith as do Americans. The American's participation in the ceremony would be viewed as a nice gesture rather than a pledge of belief.

Choose again.

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You selected 2: The American had pleased the Thais by showing his appreciation and understanding of their culture.

This is the best choice.

By removing his shoes and hat, and making offerings to the monks, the American was showing his respect and understanding of their culture.

The Thais realize that there are many different ways to worship and are much more flexible than Americans in their ways of worship. In the United States, for example, there are certain rituals, in some churches, in which only members can participate. It would be considered bad taste for one to join in these ceremonies.

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You selected 3: By showing their appreciation to the one American that had participated, the Thais felt that possibly the rest might join in the next time.

~~This~~ is completely wrong.

This is not even hinted at in the story, nor is it plausible that the Thais would behave in this fashion. Choose another alternative.

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You selected 4: The Thais were pleased that the American gave money to the monks, and they hoped that he might give more if they were very friendly to him.

This choice is only partially correct.

The giving of money was appreciated by the Thais and it showed an understanding of Thai culture, but the money itself is not the most important thing in this case.

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John Lewis, an agricultural specialist at the Division of the Regional Agricultural Development in Bangkok, was planning a project to set up an agricultural extension service. Since he would be away at a conference for several days, he would not be able to present his ideas during the seminar dealing with this topic.

He first outlined his ideas in English, and then had it translated into Thai in detail and in simple terms. One day, while having a leisurely lunch with the Thai Chief of the Division, John mentioned his written project to the Chief, saying that he would give him a copy so that he could look it over to see if there were anything which he thought would be useful.

When John came back from the conference, the Division Chief called him in and said that he had discussed the project with a few of his associates, and they thought that with just a little revision the project would be a good one. John was glad that the project was acceptable.

What do you think is an important factor which helped make John's proposal an acceptable one?

1. Because John was an expert, the Chief felt that he had to accept the project that John suggested.

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2. Since the U.S. was investing a lot of money in agricultural development, the Chief probably accepted the ideas in order to keep the government happy and the money rolling in.

Go to page 19-4

3. John presented the project in an indirect and unassuming way, which gave the Chief a chance to do whatever he considered suitable.

Go to page 19-5

4. The Chief was showing his pleasure at having the ideas put into written Thai. Since the American made this effort, he felt that John's ideas should be accepted.

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You selected 1: Because John was an expert, the Chief felt that he had to accept the project that John suggested.

Incorrect. Sometimes this would be the correct choice, but not this time.

A person of John's ability would have been regarded as very important, and Thai people have a tendency to respect a learned person's opinion. The more degrees one has, the better he is. If there should be any conflicting ideas between persons of less training in formal education and someone with more formal education, the latter would be given more favorable consideration than the former's ideas. However, this statement is not a sufficient reason to make the Chief feel obligated to introduce his new ideas, especially if he saw this proposal as an imposition of American authority. Try again.

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You selected 2: Since the U.S. was investing a lot of money in agricultural development, the Chief probably accepted the ideas in order to keep the government happy and the money rolling in.

No. This is incorrect.

There is no information in the passage to justify this statement.

We cannot be sure how much money the U.S. was giving this agricultural plan and whether the Thai government was really under American pressure. Can you recall from what you have already learned, how much the Thais, particularly the boss, put emphasis on the recognition of their authority and the manner of introducing new ideas? Make another choice.

Go to page 19-1

You selected 3: John presented the project in an indirect and unassuming way which gave the Chief a chance to do whatever he considered suitable.

You have chosen the right alternative.

One must assume that John's ideas were really good to begin with. What is very important here is the way John presented his project. His presentation was made in such a way that the Chief felt that John was doing it for him (the Chief) and not for himself or for the U.S. His project was presented indirectly, in written form, and by informal talk. The most important part, the final decision, was left up to the Chief. This way, the Chief felt that he was taking part in the proposal. This indirect way has a better chance to succeed if the beneficiaries themselves participate and take part in the decision-making. This is true, not just in Thailand, but in the U.S., as well as in other countries.

In this instance, John avoided the authorship as well as the idea of imposing the change from outside. Change, even if it is for the people's own good, will be resisted if it seems to be imposed on them from without.

Working in highly sensitive and nationalistic countries, new ideas must not only be planted indirectly, but also one must be patient when waiting for results. One should also avoid taking the credit, even if their ideas appear in only a slightly altered form.

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You selected 4: The Chief was showing his pleasure at having the ideas put into written Thai. Since the American made this effort, he felt that John's ideas should be accepted.

This is only partially correct.

Certainly, John's gesture of presenting the ideas in Thai was appreciated, but this is only part of the reason that the proposal was accepted.

A better answer would require only giving a little more thought to your answer.

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An American military adviser observed that it was not the practice in Thailand for staff officers to visit units in the field. One day he told his Thai counterpart, a commanding officer, that there was a particular restaurant up-country that he would like to try. Since he did not speak the language, he invited the Thai officer to be his guest at dinner and to order the food for him.

One of the Thai army units was holding a maneuver in the area, and after dinner the American military adviser suggested that they visit the unit while still in the area. The Thai officer felt happy to accompany him to visit the field units.

What do you think is the most important point this episode is trying to present?

1. Visiting units in the field is regarded as degrading and distasteful, by Thai officers.

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2. The Thais like it better if work is combined with pleasure.

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3. Generally speaking, Thai people are fun loving and enjoy eating, but tend to be impractical at work.

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4. To be successful in working with Thais, Americans will have to learn to adopt an indirect technique to approach the problem.

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You selected 1: Visiting units in the field is regarded as degrading and distasteful by Thai officers.

This is close.

It is quite true that educated Thais dislike any kind of menial work. They would rather have a desk job. It is possible that the Thai officer would regard field inspections as an unpleasant task.

This point is not what the episode is trying to convey. Reread the story and try again.

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You selected 2: The Thais like it better if work is combined with pleasure.

In some instances this answer would be correct, but this is not of them.

This choice is not quite relevant to the main theme of the episode. Nevertheless, it is true that the Thais do like to mix pleasure with their work.

There is a better alternative than this one.

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You selected 3: Generally speaking, Thai people are fun-loving and enjoy eating, but tend to be impractical at work.

This choice is correct to a certain extent, but not relevant in this episode.

Any visitors to Thailand will agree that Thais are fun-loving and enjoy eating and drinking, but this does not mean that they are impractical at work. It is perhaps more correct to say that Thai working habits are different from those of Americans.

There is something else more basic in the episode than this.  
Try another choice.

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You selected 4: To be successful in working with Thais, Americans will have to learn to adopt an indirect technique to approach the problem.

You have made the correct choice.

The American military advisor has learned to adopt an indirect technique to approach a problem. To the Thai officer, this indirect approach is a polite way to avoid any loss of face. First, the American avoids giving direct advice about something that is unpleasant and second, it is easy for the Thai officer to accept the invitation and to visit the field unit.

Indirectness is a very important approach, particularly in dealing with someone in high status and position. The Thais believe that indirectness saves one from being exposed to criticisms or judgments by other people. Criticisms can sometimes damage one's good reputation, and therefore his own self-image as a good person.

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Three American Peace Corps professors in Thailand were training a group of young potential urban planners in the problems of city and regional planning. The American teaching staff believed that first-hand knowledge of materials was an important part of the training, and students were required to mix mortar, lay bricks, and otherwise engage in manual labor.

In the first few weeks, students were reluctant to do the manual work and many students were absent during the work sessions. Then one professor suggested the idea of supplying white laboratory coats to the students, to be worn during the work sessions, with their names embroidered over the pocket. After this, the class attendance increased and students were more eager to do the chores.

Which one of the following do you think best explained the change in the students' participation in class work?

1. When the students were provided with the laboratory coats, they were identified as technicians rather than manual laborers.

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2. The Thais liked the coats very much and wanted to wear them, regardless of the type of work they had to do.

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3. The coats were looked upon by the Thais as a gesture of friendship and concern for their welfare. They showed their appreciation by carrying out the manual work.

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4. The Thais did not like getting their clothes dirty, but when they were provided with covering, they were happy to do the work.

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You selected 1: When the students were provided with the laboratory coats, they were identified as technicians rather than manual laborers.

You have chosen the best alternative. Well done.

The general attitude of class conscious people such as the Thais is to regard manual labor as a disgrace for an educated person. But, when the students were supplied with white laboratory coats, they felt that they had the new and acceptable professional status of laboratory technicians, and therefore, happily accepted the chores they formerly had resisted.

You selected 2: The Thais liked the coats very much and wanted to wear them regardless of the type of work they had to do.

Not so good.

The coat is very important in this incident, but it is not just the fact that the Thais liked the coats that brought them back to class and prompted them to do the manual work. There is more to it than this. Make another choice.

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You selected 3: The coats were looked upon by the Thais as a gesture of friendship and concern for their welfare. They showed their appreciation by carrying out the manual work.

This is not right.

The coats would certainly have been appreciated by the students, and they would have responded in a friendly manner to the Americans, But there is something more important here. Try again.

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You selected 4: The Thais did not like getting their clothes dirty, but when they were provided with covering, they were happy to do the work.

Plausible, but not correct.

It is true to some extent that nobody likes to do dirty work and get their clothes dirty, particularly an educated Thai. You are on the right track in thinking that students were happier with their covering. But why? There is a more basic reason than getting the clothes dirty. Make another choice.

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#### SUMMARY FRAME

You are finished. These last stories, hopefully, have pointed out the difficulties of the indirect approach. It is certainly different from the American way of handling things. Also, it is not always easy to see which solution would be the best one. In many cases, it appears that the most efficient or practical method is rejected in favor of a long, roundabout process. In part, this is true. But, on the other hand, if you want to have good relations with the Thais and get something accomplished, then you must do things according to the way they are done in the Thai culture.