

UNIVERSITI  
KEBANGSAAN  
MALAYSIA  
*National University  
of Malaysia*



## « *Les rencontres du management* » Series :

**Tuesday 8 November 2022**

- ISM-IAE
- Université de Versailles Saint Quentin en Yvelines
- Université de Paris-Saclay

**Managing diversity at the workplace: theory and practice  
from a Malaysian perspective**

- Kartini Aboo Talib
- Eric Olmedo

# Managing Diversity in Organizations The Malaysian Experience

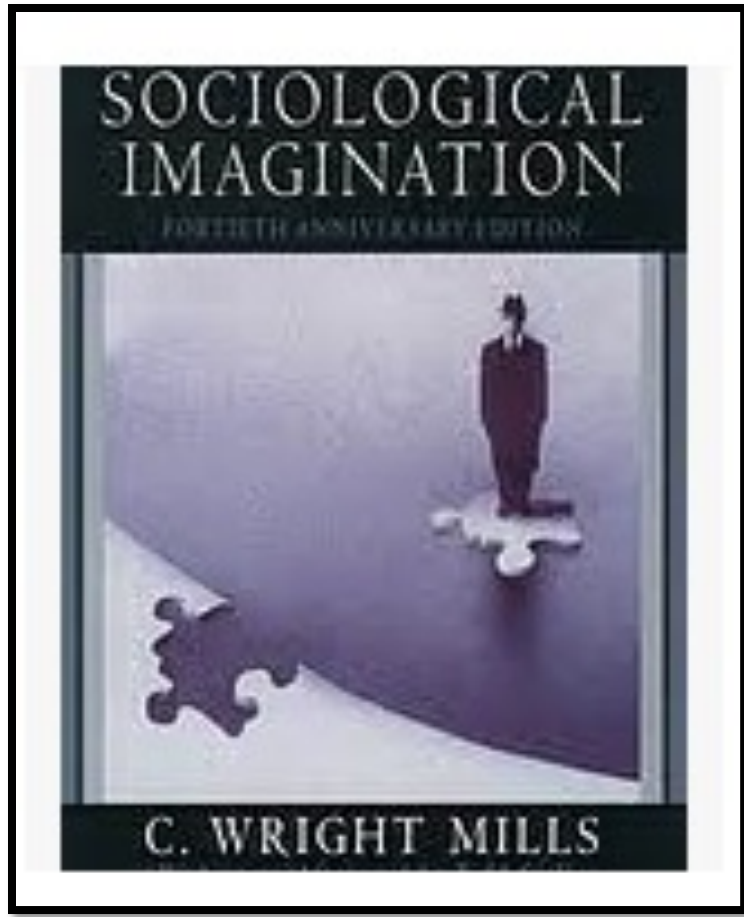
## PART 1

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Prof. Dr. Kartini Aboo Talib @ Khalid  
Institute of Ethnic Studies (KITA)  
Universiti Kebangsaan Malaysia  
8<sup>th</sup> November 2022



# Introduction



Knowledge is crucial  
for social change

- Structure
- History
- Biography



C. Wright Mills

# Sociological Imagination

Structure

State, Society and Market

History

Pre-colonial, Colonial and Post-colonial

Biography

Individual, Family and Community



## Groeneveldt's Notes on the Malay Archipelago and Malacca.

BY W. GEORGE MAXWELL.

I opened the preceding article on the tapir with a quotation from Groeneveldt's "Notes on the Malay Archipelago and Malacca," and now set down a few miscellaneous ideas, which can only be considered as guesses, suggested by a perusal of that book.

### I.

On page 143 of the Notes as they appear in the "Miscellaneous Papers relating to Indo-China and the Indian Archipelago," reprinted for this Society by Trübner & Co: in 1887, the following words occur in the translation of that part of the history of the Sung dynasty (960-1279) which gives an account of Java:—

"In their language pearls are called *mutiara*, ivory they call *kara*, incense *kun-tun-lu-lin*, and the rhinoceros *ti-mi*."

Groeneveldt in a footnote gives the Chinese ideographs which he has transcribed as above, and adds that he has been unable to trace the last three to their original form—*Mutiara* is represented by 沒爹蝦羅

*Kara* by 家羅

*Kun-tun-lu-lin* by 崑墩盧林

*ti-mi* by 低蜜

Whether *mutiara* means a pearl in Javanese I am unable to say, but it is certainly the Malay word for it; and it seems probable that, Malay being the *lingua franca* of the Far East, that Malay and not Javanese is the language indicated.

Jour. Straits Branch R.A. Soc., No. 52, 1908

## Groeneveldt's Notes on the Malay Archipelago and Malacca

W. George Maxwell

*Journal of the Straits Branch of the Royal Asiatic Society*

No. 52 (MARCH, 1909), pp. 105-110 (6 pages)

# Evolution

1. Pluralism

2. Plurality

3. Diversity

4. Super-diversity?





# Social process and community



Assimilation

Accommodation



Acculturation

Amalgamation



# MALAYSIA: Unity in Diversity

## Accommodation

- Vernacular education
- Race-based politics
- Constitutional monarchy



# MALAYSIA: Unity in Diversity

## Acculturation

- Words similarities (video)
- Youtube link at <https://www.youtube.com/watch?v=FbhCU3oqhsM>

## Words similarities (Portuguese, Dutch and Bahasa)

Jendela

Keju

Sekolah/Escola

Sepatu

Salam

Roda

Almari

Ummah

Tapau

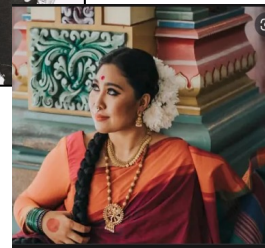
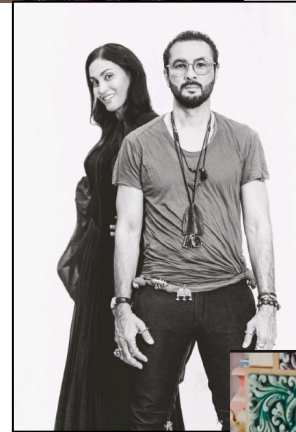
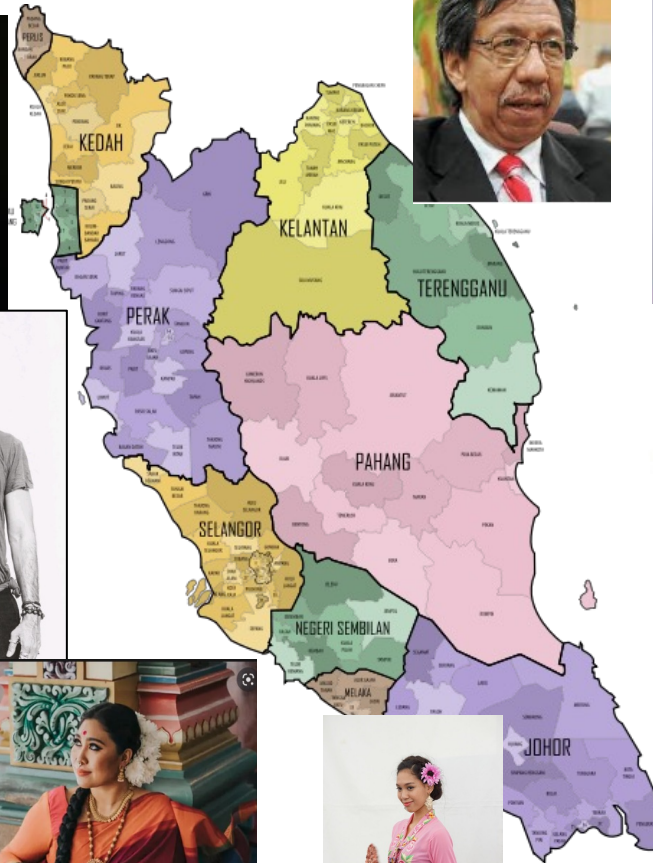
Bandera

Kemeja

Kueh



# MALAYSIA: Unity in Diversity



## Amalgamation

- Baba-Nyonya Peranakan
- Cina Peranakan Kelantan
- Jawi Peranakan
- Cindian community
- Indigenous Sabah/Sarawak

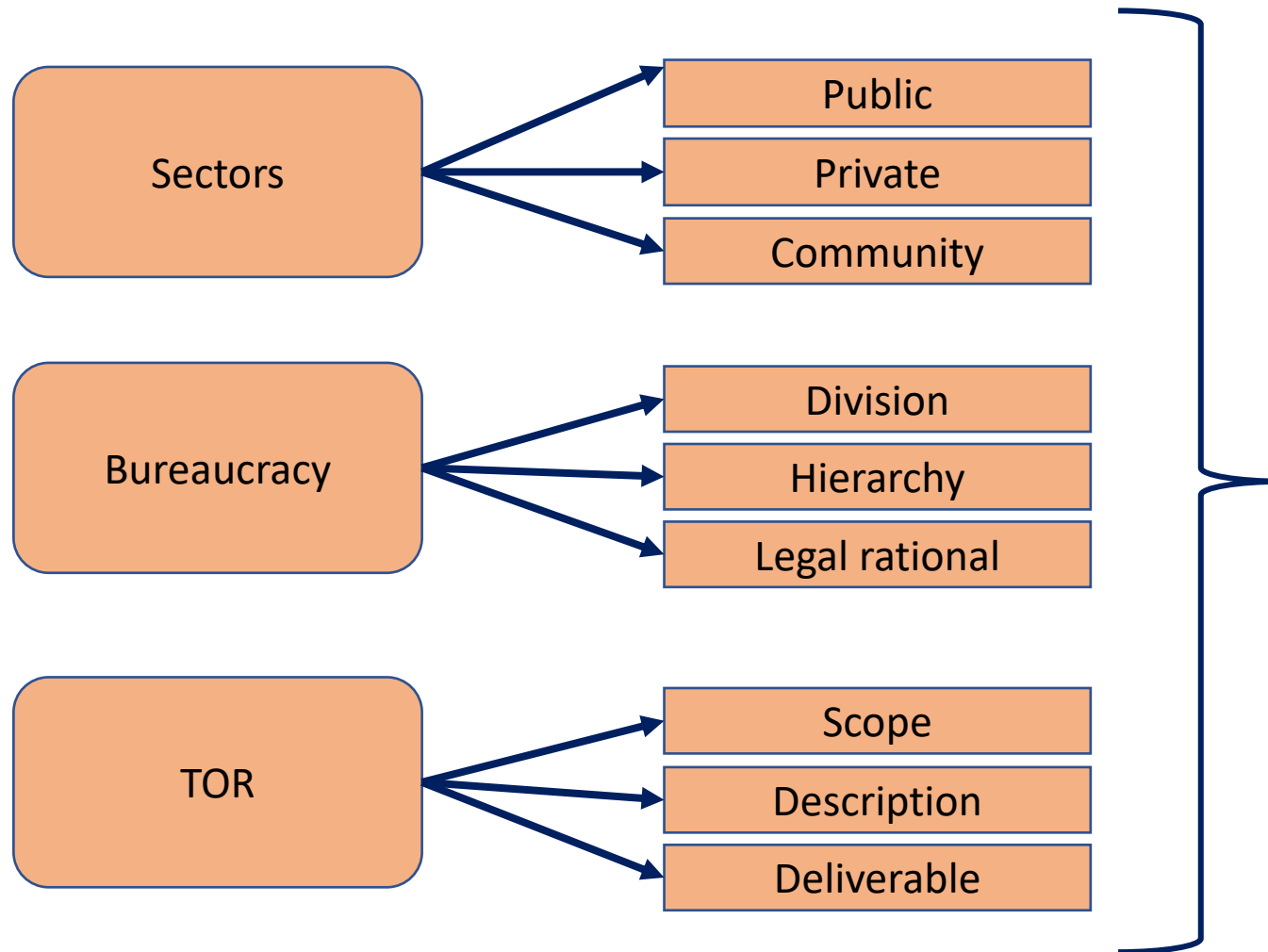


# Foods Heaven – Diversity taste





# Diversity in organizations



# Ethics and Etiquette

- Malaysians generally are polite, humble and display a great hospitality
  - Shaking hands is common [but SOP COVID-19 there is a new normalization – thus handshaking is discouraged temporarily]
  - Modern Malaysians share many universal values in accordance to work ethics, etiquette in dining, proper attire, addressing status, rank & class, etc.
- Easy words to learn and practice
  - Selamat pagi = Good Morning/ Bonjour
  - Apa khabar? = how are you?/ comment ca va?
  - Terima kasih = Thank you/ Merci
  - Silakan = Please / sil vous plait
  - Berapa harga? = how much? Combien?

Merci





# Q&A SESSION

A blurred background image of a business meeting. Several people in professional attire are gathered around a table. One person is holding a smartphone, another is holding a tablet displaying a document with charts. There are white coffee cups on the table. The overall tone is professional and collaborative.

Intersession before Part 2



**anthropotek**  
*Designing Human Solutions*

# “Les rencontres du Management” series

**Managing diversity at the workplace: theory and practice from a Malaysian perspective**

**PART 2**

- Eric Olmedo



# LOCATING THE DISCUSSION

## MAIN PARADIGM

- TRANSFER OF TECHNOLOGY



## MAIN ASSUMPTION

- EVERY TECHNOLOGY IS CULTURALLY  
CONDITIONED

# WORKING HYPOTHESIS

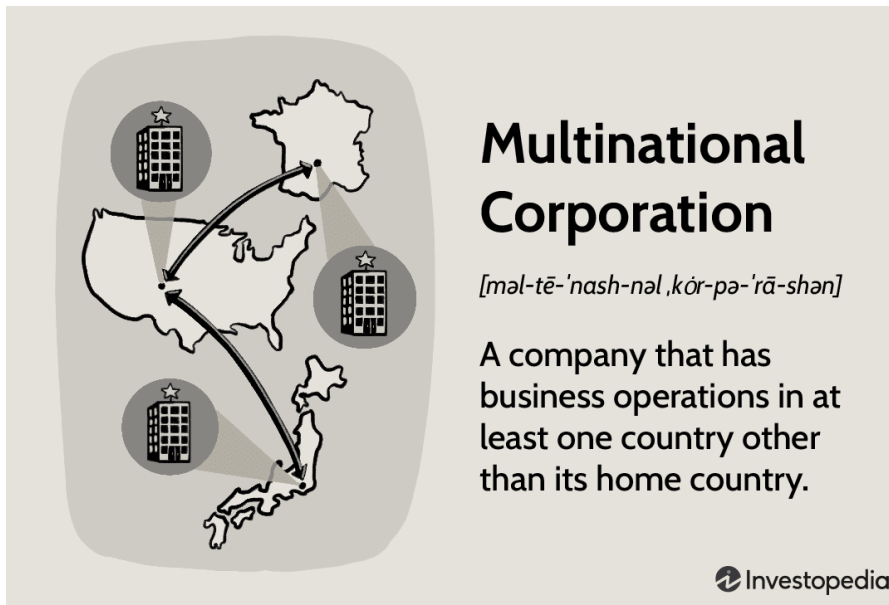
## CULTURE AS OBSTACLE

Culture stands in the way...  
... of economic expansion  
(De Rudder, 1985; Hofstede, 1991)

## DUPLICATION IS REMEDIATION

The global corporate dream:

- Branch organisations/factories as cultural duplicates of the original.



# OPERATIONALISING THE HYPOTHESIS

- KEY-CONCEPT: ANTHROPOTECHNOLOGY (WISNER, 1997)

The systematic and sophisticated processes of transfer, related to the international development multinational corporations, are a striking example: “The negotiator (in charge of the transfer of technology) in this is certainly considering the compelling success of the isolates that are to be found in all countries, even in the poorest ones: airports, international prestige hotels, offices of UN agencies :

These “anthropotechnological islands” are characterized by the perfect or at least satisfying functioning of complex technical ensembles” (Wisner [1997](#): 205).

# THE TOOL BOX

## THE ANTHROPOTECHNOLOGICAL ISLAND

- Wisner (1997) proposes the following definition:

“Generally speaking, these are companies which – not unlike those that sell the same product in the entire world – must obtain the same quality in all production units, that become consequently interchangeable. In order to reach standardisation of products, these companies transfer similar techniques and systems: not only machines, but also work organisation, as well as a training systems. (Wisner 1997: 35).”

# THE TOOL BOX

## **A promising statement:**

“The whole system is so close to the one of the country of origin that we can observe identical pathologies (i.e.: nervous breakdowns within sector of new technologies) but also similar benefits (few accidents at the workplace, low staff turnover, little absenteeism). It is interesting to notice that employees seem to behave and perform better on these anthropotechnological islands when transfer of techniques could succeed.” (Wisner [1997](#): 36)

# TESTING THE HYPOTHESIS

→ **Do anthropotechnological islands really work on the ground?**

- 1. Do they tend to actually “remove” cultural obstacles?
- 2. What are the objective benefits and setbacks of AI as an HRM tool to optimise technology transfer?



## 2 CASE-STUDIES IN MALAYSIA

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- AEROSPACE MANUFACTURING INDUSTRY SECTOR
- LUXURY HOTEL INDUSTRY SECTOR







## CASE STUDY 1

# AEROSPACE MANUFACTURING

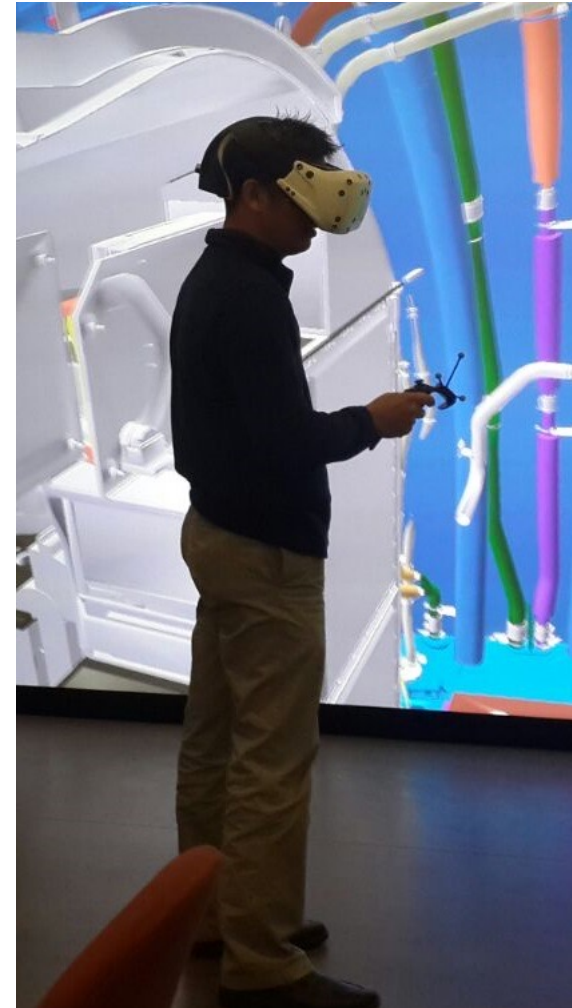
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*The VIRISTAM PROJECT (2015-2017)*

VIRTUAL REALITY IMMERSIVE TRAINING  
FOR AEROSPACE MANUFACTURING



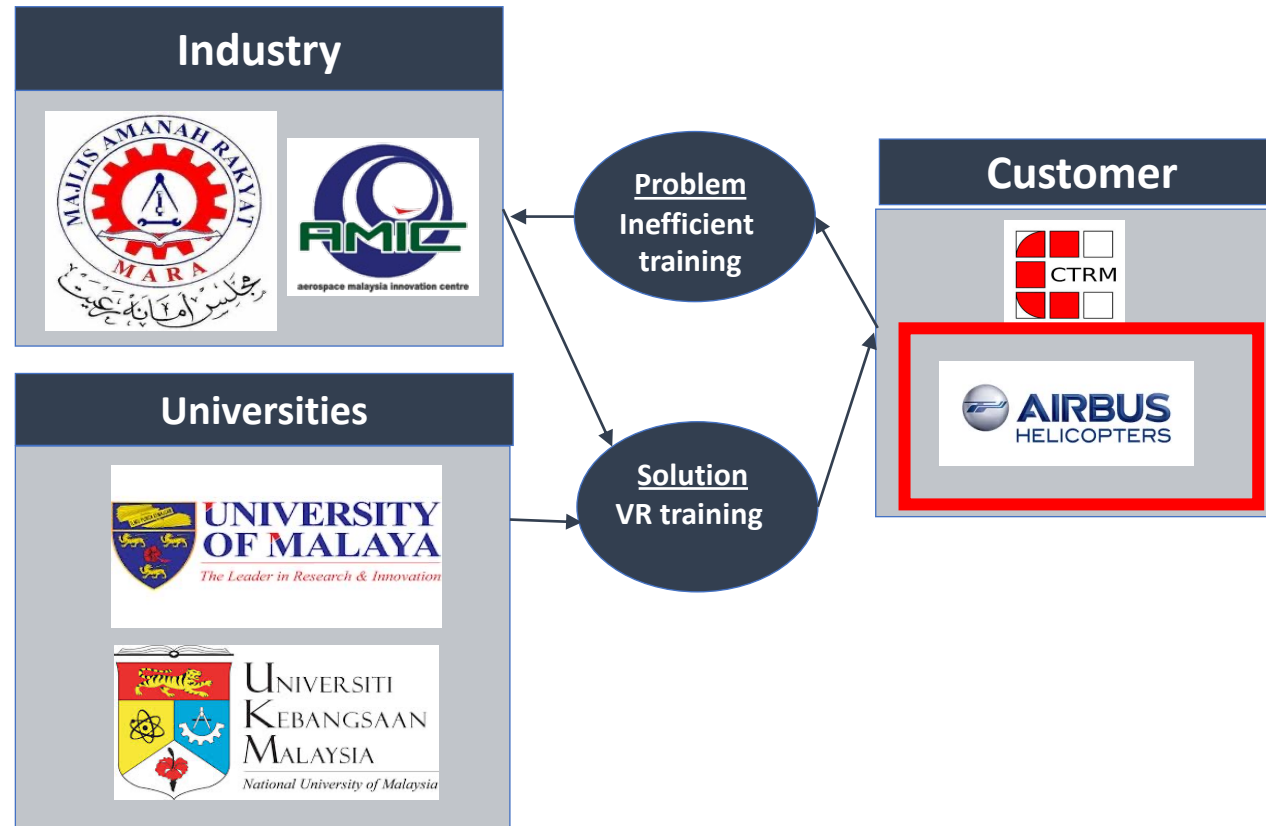
Power wall, 3D view, fly stick, haptic arm



Head Mounted Display(HMD)

VR Lab  
Installed in  
AMIC-AAC  
R&T in GMI

# VIRISTAM Consortium Members





# VIRISTAM Project Rationale: Technology Transfer

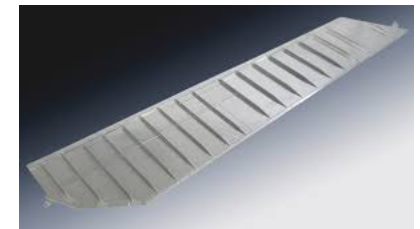
11/6/22

## OBJECTIVE

**OPTIMISING TRAINING TIME AND  
COST EFFECTIVENESS FOR DRILLING  
TECHNICIANS**



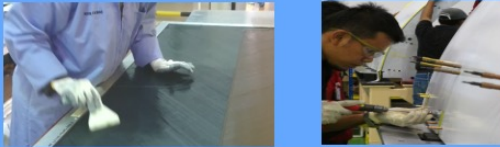
- ☐ Successful deployment in Airbus Group
- ☐ Envisaging technology transfer to CTRM Malaysia
- ☐ **Current situation:**
  - ☐ staff turnover too high (>30%)
  - ☐ Scrap, defects and discard too high on production chain
  - ☐ Ergonomic and workplace accident issues



# Work Packages Breakdown

Project Management and Integration – **AEROPACE MALAYSIA INNOVATION CENTRE**

Definition of training Needs



**CTRM/Airbus Helicopter**



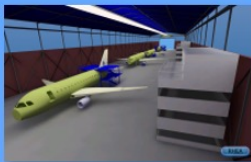
Development of Training Pedagogy and storyboard with VR Learning Environment



**M-Aerotech**



3D content development



Haptic arm force feedback



**Universiti Malaya**



Validation

Anthropology

Cognitive  
Psychology

Effectiveness

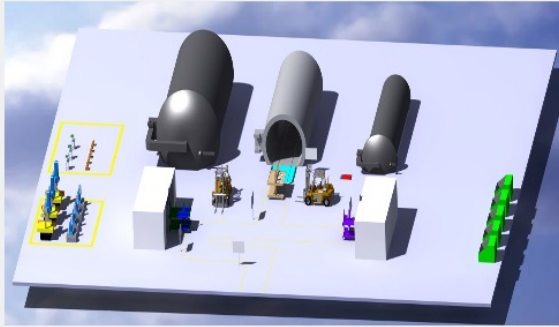
**Universiti Kebangsaan Malaysia**





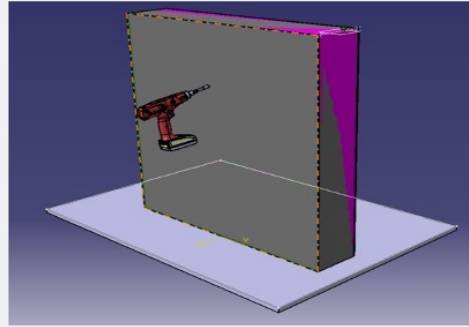
# Use Case Selection

## Auto-Clave Loading Process (CTRM)



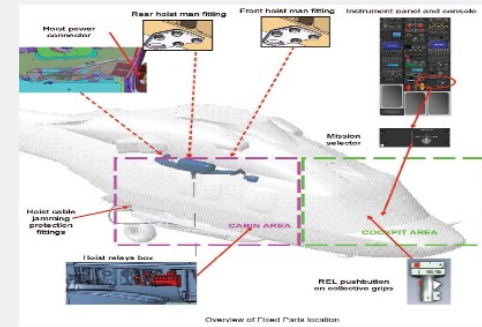
- Learning objective is focused on the **Process** of loading and unloading of the autoclave
- No haptic feedback
- Basic 3D modelling
- Basic kinematics

## Drilling and Countersink + 1 more TBD (CTRM)



- Trainees are exposed to the jig and tools of the process
- Focus is on the **handskill** required for the drilling task
- development of mathematical model for force feedback system

## Search and Rescue (Airbus Helicopter)



- Trainees are exposed to the helicopter **environment and safety protocols**
- With haptic feedback
- Complex 3D modelling
- Complex kinematics
- Focus on the **handskill to manoeuvre** the hoist and helicopter

Workplace Familiarization

Simple Customer

Complex Customer Use-case

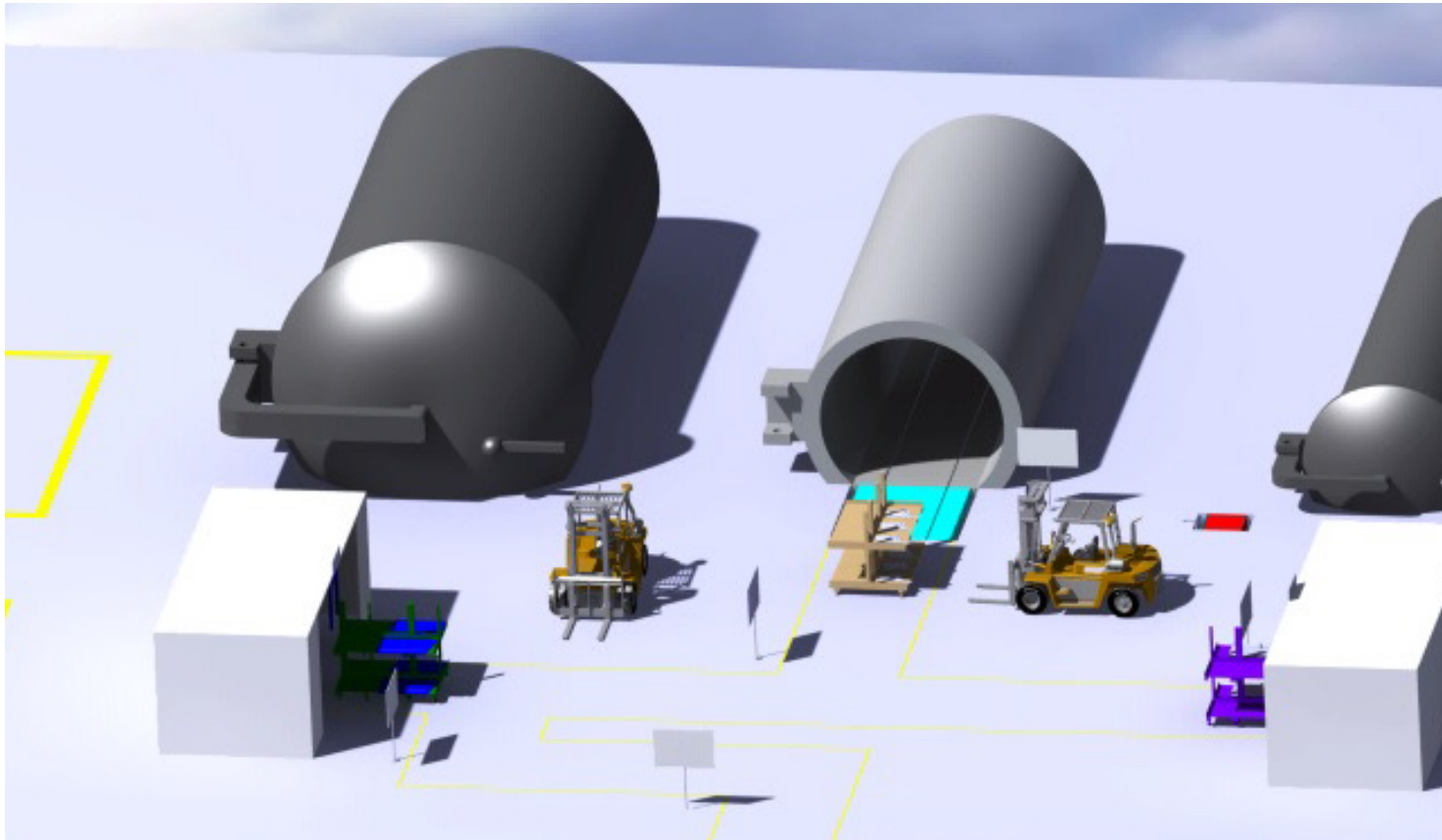


© AMIC 2015

– Restricted –

[6]

# THE AUTO-CLAVE UNIT



Kuala Lumpur

- PURPOSE: CURING COMPOSITE PANELS
- PROCESS: FROM STORE TO AUTOCLAVE

11/6/22

# FIELDWORK

Tier 3 Supplier of AIRBUS

Location: South of the  
Malaysian Peninsula

We study the safety instructions needed  
to be virtualized


Direct Observation of the workplace

Interviews of the staff




A Member of

**DRB-HICOM**

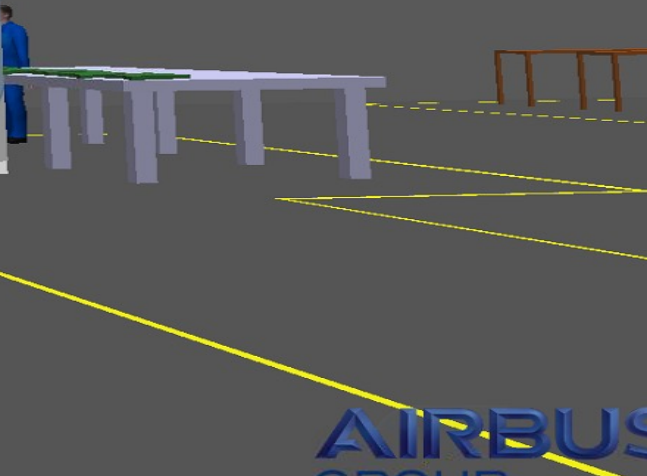


## Arahan 2



PROSEDUR:

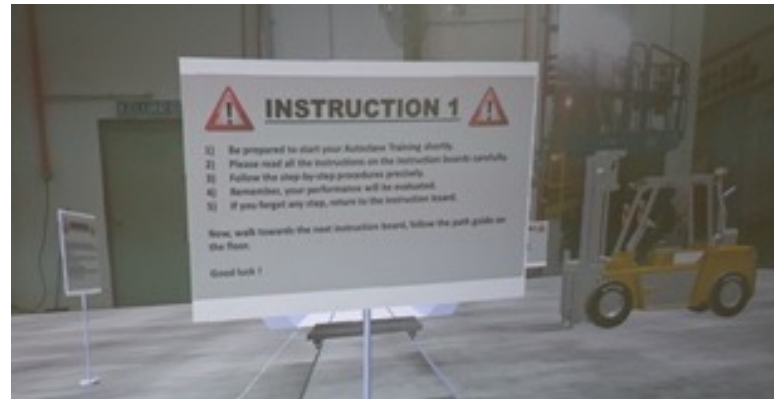
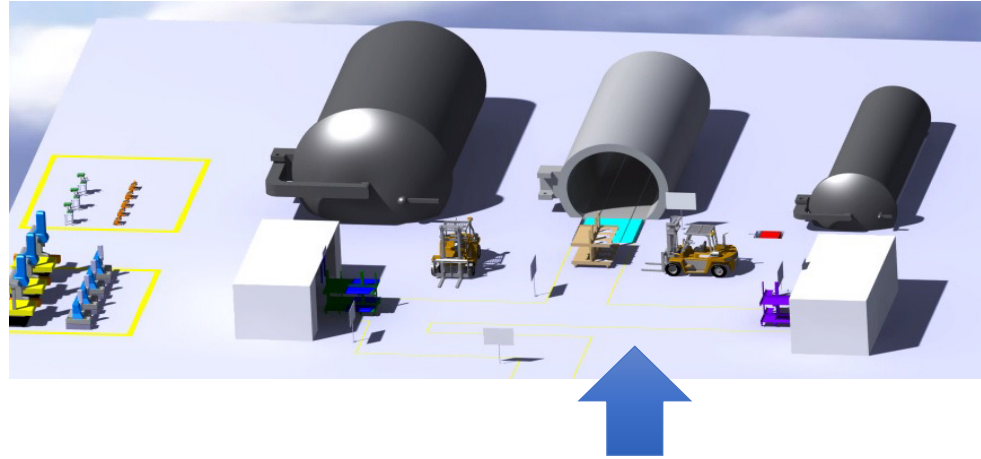
- 1) Tolak *cart caddy* berserta *christmas tree* yang kosong ke kawasan *before cure*. Muatkan semua panel ke atas *christmas tree*. Pastikan jarak antara dua panel mencukupi bagi mengelakkan panel bergesel antara satu sama lain.
- 2) Apabila selesai, tolak *cart caddy* berserta *christmas tree* keluar dari kawasan *before cure* ke hadapan *stacker*. Berhati-hati agar panel tidak melanggar satu sama lain atau jatuh ketika menolak.
- 3) Ikut *yellow line* ke papan arahan berikutnya.







# MEDIUM TESTED: INSTRUCTION BOARDS



## Working Hypothesis:

Gap between  
Communication

Codes:  
Sender vs. Receiver

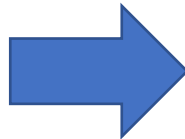
# INVESTIGATING WRITTEN COMMUNICATION AT THE WORKPLACE



A Member of

**DRB-HICOM**

LOG BOOK'S EXCERPT IN  
CONTROL ROOM



SYSTEMATIC READING OF  
LOG BOOKS AND  
TRAINING BOOKS

10/07/2015

Ac 1 - Delay overwing plan vs actual.

Ac 2 - On schedule.

Ac 3 - On schedule.

Ac 4 - Delay slot reff sebelum plan vs actual.

Ac 8 - no schedule.

ISSUE:- Ac 1 lepas slot overwing under maintenance dari pukul 1035-1100.  
Cleaning and services high limit to MBP dah buka.

- Rahmat malam ni pastkan mould dekat area cleanroom 2. Kalau nak  
banak ke tempat kita. Hose suck gantung balik.

- Ac 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

- Slot upper panel esok ade mapping untuk arrange dalam AC.  
Tolong follow untuk esok sahaja.

- Boeing thumbail ade stop ron issue ke problem.

# EXAMPLE

Instruction	<u>PROCEDURES:</u>
2	<ol style="list-style-type: none"><li>1) Check the wheel alignment of the Christmas Tree on the track.</li><li>2) Push the Christmas Tree slowly into the autoclave until it reaches the end of the track.</li><li>3) Check all the panels are perfectly positioned on the Christmas Tree.</li><li>4) Walk out of the autoclave.</li><li>5) Close the autoclave's door properly.</li></ol>

Indeks	Arahan
Arahan 2	<p><u>PROSEDUR:</u> (cara masuk/masuk ke dalam).</p> <ol style="list-style-type: none"><li>1) Pastikan <i>alignment</i> roda Christmas Tree tepat di atas <b>landasan</b>. / <i>letakkan</i></li><li>2) Pelan-pelan tolak Christmas Tree ke dalam <i>autoclave</i> sampai / <i>masuk ke dalam</i> penghujung landasan.</li><li>3) Pastikan semua panel terletak dalam susunan yang betul di Christmas Tree. Panel tidak boleh bergesel satu sama lain. / <i>pastikan panel tidak bergesel</i></li><li>4) Berjalan keluar dari <i>autoclave</i>.</li><li>5) Tutup pintu <i>autoclave</i> dengan teliti.</li></ol>



# REVISED INSTRUCTION BOARD – FIRST LEVEL



Indeks	Arahan
Arahan 3	<p data-bbox="922 297 1243 354"><u>PROSEDUR:</u></p> <ol data-bbox="968 399 2012 1342" style="list-style-type: none"><li data-bbox="968 399 2012 542">1) Pastikan <i>alignment</i> roda <i>cart caddy</i> tepat di atas <b>landasan</b>.</li><li data-bbox="968 556 2012 771">2) Pelan-pelan tolak <i>cart caddy</i> ke dalam <i>autoclave</i> sampai penghujung landasan.</li><li data-bbox="968 785 2012 1099">3) Pastikan semua panel terletak dalam susunan yang betul di <i>cart caddy</i>. Panel tidak boleh bergesel satu sama lain.</li><li data-bbox="968 1113 2012 1185">4) Berjalan keluar dari <i>autoclave</i>.</li><li data-bbox="968 1199 2012 1342">5) Tutup pintu <i>autoclave</i> dengan <b>teliti</b>.</li></ol>



# COMMUNICATION GAPS' TYPOLOGY:

## Glossary & Lexicon gap

- **EVIDENCE OF A SPECIFIC COMMUNICATION CODE in AUTOCLAVE UNIT:**
  - Through textual analysis of Communication books (surveillance room) and instruction log books.
  - Patterns of code-switching and code-mixing
  - Generation of a **structured contextual communication code** integrating colloquial Malay and Mechanical Engineering-English (for Aerospace Manufacturing)
- **INSTRUCTION BOARDS ARE NOT CORRECTLY UNDERSTOOD:**
  - Method engineers use highbrow engineering-English

PRODUCING INTELLIGIBILITY GAPS:

POTENTIAL ERGONOMICAL  
AND/OR  
PRODUCTIVITY  
CONSEQUENCES



GLC (Government-linked Company)

# Sociological & anthropological reflectivity

What is the root of the problem?



## Other clues



**Ethnographer's bias:**  
International team  
French+USA+Russia  
Malaysian & Yemeni RAs

# AIRBUS

**R&D Asia-Pacific Director:**  
French : married to a Chinese citizen

**R&D Asia-Pacific Deputy-director:**  
Malaysian-Chinese  
Educated in Germany  
He and wife: Mandarin-speakers



**Project Manager:**  
Malaysian (ethnic Malay)  
  
Educated in France

**Method engineers:**  
Malaysians (ethnic Indians)  
Educated in the U.K.



**Shop floor technicians:**  
Ethnic Malays: vocational  
training in Melaka



# Thank You



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## CASE STUDY 2

# LUXURY HOTEL INDUSTRY

LE MERIDIEN HOTEL, KUALA LUMPUR

TRANSFORMING SOCIAL IDENTITIES



# Ethnographic Tale 1

- Strawberries & Strudels





# WHAT OBJECTIVE?

STUDYING INTERETHNIC RELATIONS AT THE  
WORKPLACE



# Method: participant observation

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- Ethnographic survey
- No photo or video camera, no audio recorder
- ~~✗~~ Ethnographic diary
- ~~✗~~ Every night





# Primary Data Collection

*Method:*

*Participant Observation.*

. Term coined by  
Bronislaw Malinowski (1884-1942)



# Observation protocol

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## **Very basic :**

- Rotation of positions in all kitchens where there is ethnic diversity.
- Experimenting all working shifts :
  - “morning, day, evening, night.

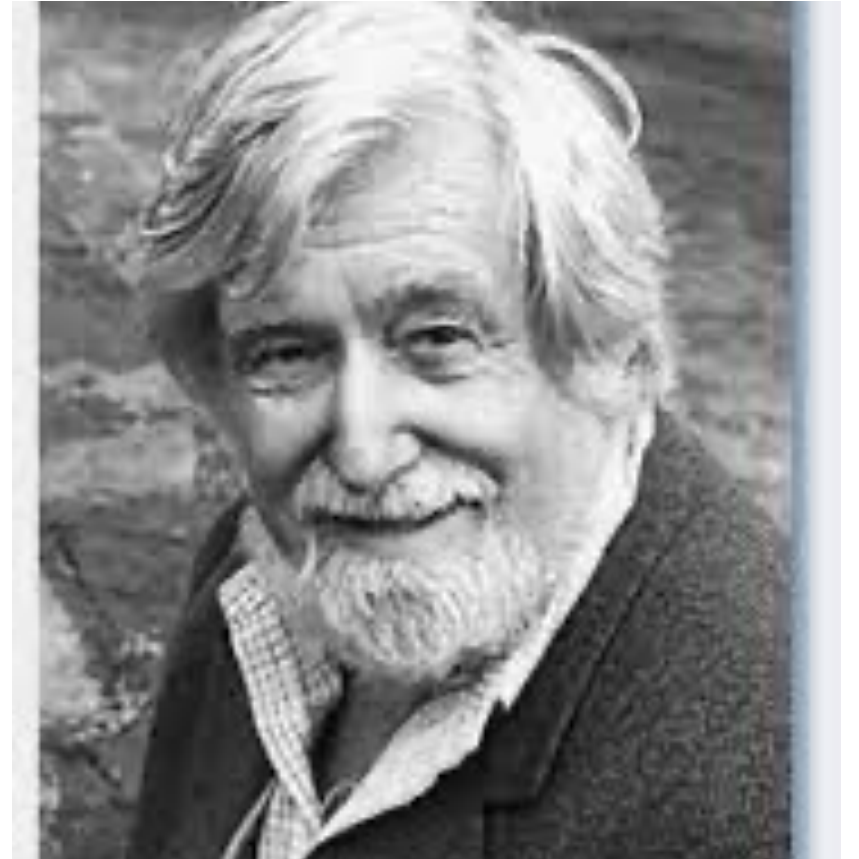
# Data transcription

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- **Conceptual tool by Clifford Geertz :**

*“The Interpretation of cultures”, (1973)*

1. **“Thick Description” ( or “dense” description)**





# “Thick Description” at Le Méridien



Leve 1 of T.D.: Sean has not been washing strawberries



**Why ?**



*Working Hypothesis:*

cultural issue. Sean was not trained in pastry craft.

# “Thick Description” at Le Méridien

## Level 2 of T. D.:

- Raising the concern
- Invalidating response

➔ New hypothesis.

- Level 3 of T.D. : a Strudel story
  - Let there be light!



# “Thick Description” at Le Méridien

## Final hypothesis:

- Practice of « Taylorism » (« *Scientific Management* »)
- Alienation of workers
- Leads to demotivation
- Reactions : « shortcuts », slowing down
- Power is located upwards
  - Executive Chef: limited power

Jean Georges  
Vongerichten &  
Starwood since 2006

### JG standards :

Breakfasts

5 tastes



# “Thick Description” at Le Méridien

## CONCLUSION

Know-how is culturally conditioned

Division of labour (Taylorism) removes know-how from the equation

Know-how stands at the core of professional culture

Professional Culture elevates social status

Social status engenders self-esteem

Self-esteem is a main component of identity (Kaufmann, 2005)

**Sean failed in re-inventing his social identity.**



# ETHNOGRAPHIC TALE 2

BEEF SAUSAGES,  
AND THE  
MAHABBHARATA

# *The Story of Kumar*

- WORK ENVIRONMENT



Butchery department  
Production kitchen for the  
Steakhouse

Tasting the beef sausages...

- INFORMANT

Kumar is 43 years old and holds the position of Junior Sous-Chef for the Butchery section. He is Malaysian of Indian ethnicity and Hindu by religion.

Verbatim :

"And then Vishnu speaks to the good brother who does not want to fight his family. He says 'if you want to be a good warrior you have to go into battle and kill your brother. Because it's your job as a warrior. Same for me *lah*... I do what I do because I'm a professional".



# Kumar's rationalisation

- The Mahabharata is an epic poem written in Sanskrit, considered, with the Ramayana, as one of the founding texts of Hinduism, and dating for its presumed final version, from the third century BC. The story of the Mahabharata describes a mythical war between two clans, descended from two brother-kings members of the warrior caste, the Pandus and the Kurus. Arjuna the archer, of the Courous clan, is full of doubts and scruples on the eve of going to war against his own cousins. The herdsman Krishna, avatar of the god Vishnu, advises him, telling him that to legitimize himself as a warrior, he must enter into battle; and to legitimize himself as king, he must win the war.





# Theorisation

## Symbolism:

- The Chef's hat
- The locker room



- Social marginalisation  
Vs.
- Psychological marginalisation

**Principle of  
Compartmentalisation**  
« *Le principe de coupure* »  
(Bastide, 1954)





# Open discussion

## NUSANTARA

- The archipelago before the anthropotechnological island







THANK YOU  
VERY MUCH.

TERIMA KASIH BANYAK