

Temporality

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Three items

1. Thinking process and decisions

(How do we think?)

2. Time and its meanings

(Does time have equal meaning/value for all of us?)

3. Cross cultural exercise

- Uncertainty avoidance (UA) culture
- Long-term orientation (LTO) cultures

Some conceptual differentiations

1. **Puzzle:-** A problem with optimal solution (e.g. crossword puzzle)
2. **Dilemma:-** A vexing problem with two possible solutions, neither of which is logically the best.
3. **Paradox:-** Situation in which two seemingly contradictory or even mutually exclusive factors appear to be true at the same time (*Cooperation / competition*)

Yes, we think this way.

Rational thinking (facts, science) = verbal

Think first, then plan, then act

- Linear
- Clear and straight forward
- Thinking seeks evidence to match (deduction)

Visual thinking (Ideas)

See first

- Imagining/images first
- Idea/art first
- Visualize first

Behavioral thinking

Do first (craft)

- Venturing first
- Experience first
- Visceral /intuitive first

(time)

*Exercise : list several keywords used for
time!*

Now-then

Before-after

Past-future

First-last

Other combinations

Timing

In-time

- Rate
- Frequency
- Speed

On-time

- Rate
- Frequency
- Speed

Off-time

- First mover
- Later mover
- Concurrent

Multiple perspectives of time

- Psychological-mechanical time
- Social-physical time
- Firm's-competitor's time
- Inside-outside time
- Upstream-downstream time
- Upward-downstream product cycle
- Entry-exist time

Time and context

- What & time
- Who & time
- Where & time
- How & time
- Why & time

Decisions reasons: *simple*

Cost (*financial, mental and relational*)

Benefits (*financial, mental and relational*).

Intrinsic or extrinsic cost

- Intrinsic :Mental cost

- Pain versus pleasure
- Difficult versus easy
- Fast versus slow
- success versus failure
- Knowledge versus ignorance
- Dissatisfaction versus satisfaction
- Anxiety versus reassurance (confidence)
- Inability versus competence
- Others

Intrinsic or extrinsic cost

- Extrinsic cost: Environmental perspective
 - Indiscretion versus discretion
 - Weakness versus strength
 - Destiny versus agency
 - Follow versus lead
 - Disconnected versus embedded
 - Ignored versus attended to
 - Disrespected versus respected
 - Unknown versus branded

Practice relevance

Decision in IB: Cross-cultures

- Uncertainty avoidance (UA), *measured as index high-low national culture*
- Long-term orientation (LTO), *measured as index for high or low in the national culture*

Uncertainty

Technical/functional uncertainty

- Will it work?
- Is it efficient to use?
- Is it easy to use?
- Is it reliable?
- Is it doable?

Behavioral uncertainty

- Contextual uncertainty of the audience
 - Does the audience have the *intention*?
 - Is the audience *able* to do?
 - Is the audience *willing* to do?

National culture

1. Uncertainty avoidance (UA)

- Indiscretion
- Carefulness
- Take known path
- Pay high cost even if new way is efficient
- Closed
- Low entrepreneurship
- Prefer physical resources
- Low technologies

Consequences: *High anxiety when uncertainty situation strikes them. For instance, a disaster, a disease or debt*

National culture

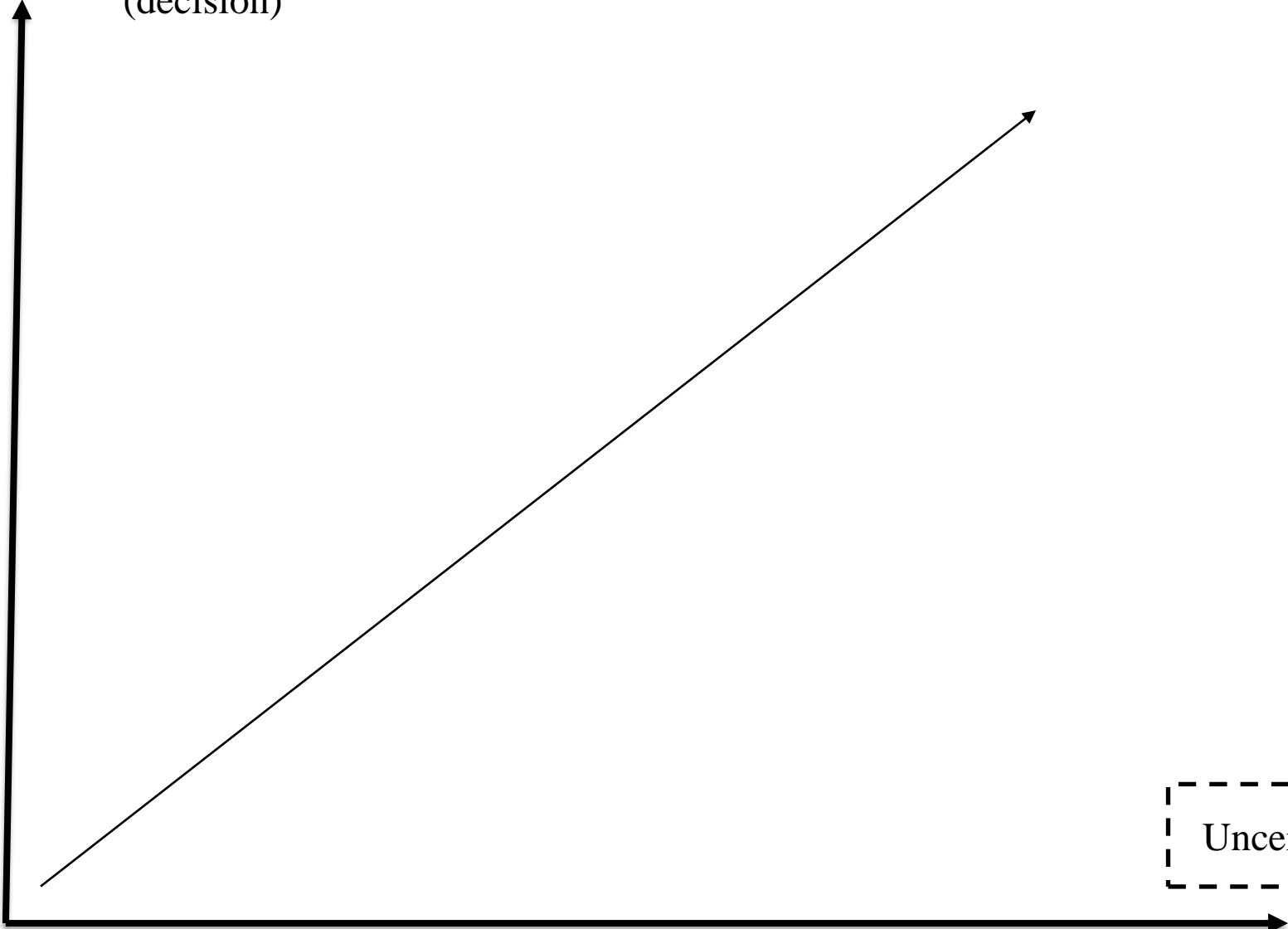
2. Long-term orientation (LTO)

- Discretion /Strength
- Make destiny
- Control the future
- Plan long time
- Believe in distal values
- Educate their children
- Take care of the environment for long-term benefits

Consequences: Low anxiety when the product, process, policy take long time to materialise.

Anxiety, stress, depression

(decision)



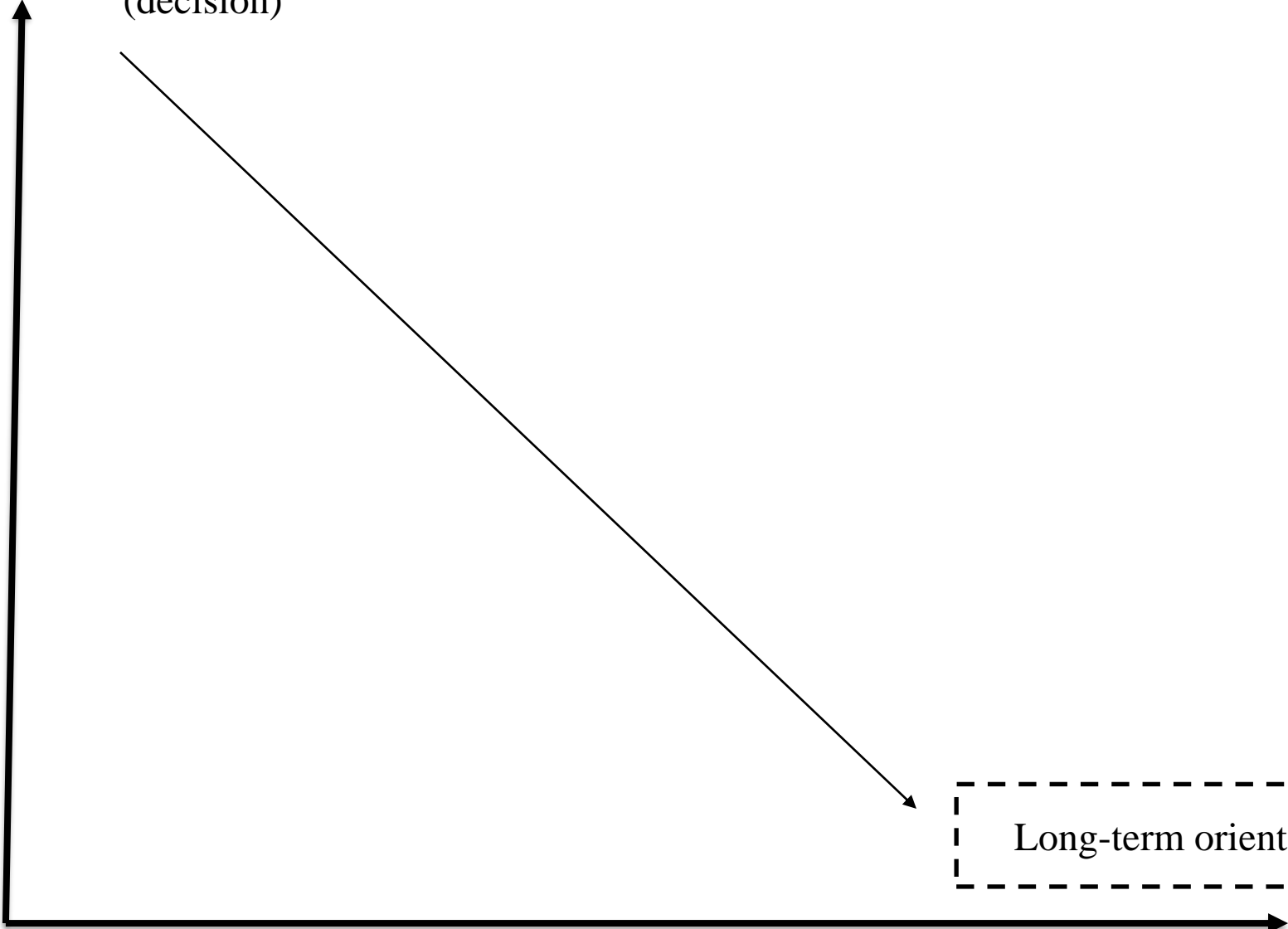
Uncertainty

Low

High

Anxiety, stress, depression

(decision)



Low

High

Long-term orientation

**(Y) Anxiety, stress,
depression (decision)**

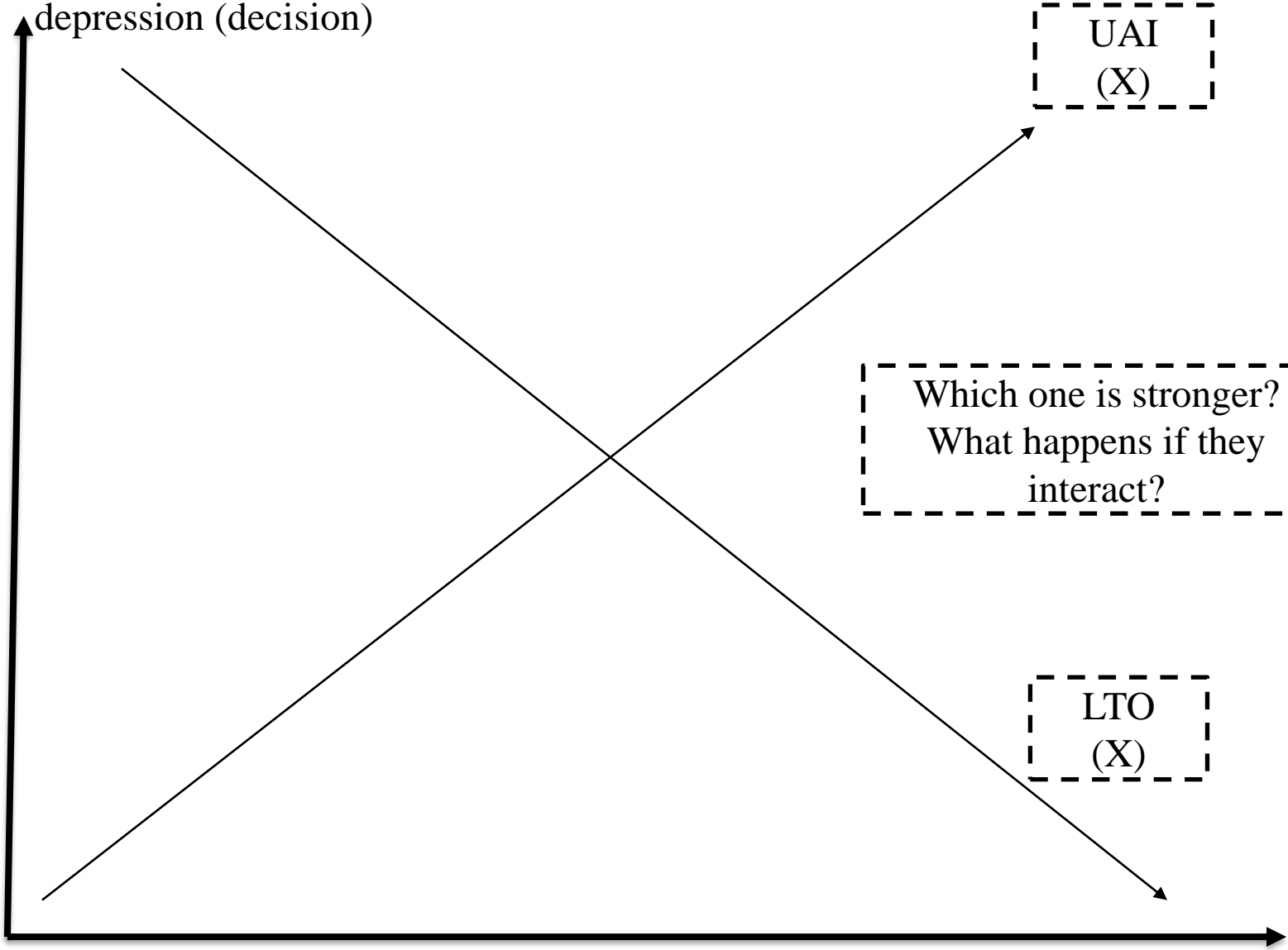
UAI
(X)

Which one is stronger?
What happens if they
interact?

LTO
(X)

Low

High



Let us make a decision

- We several companies with following business products.
 - Medical equipment
 - Pharmaceuticals
 - Art, media, and music etc
 - Information technology
 - Religious/spiritual consoling
 - Hospitals
 - Government
 - Universities

Situation 1

- Region A has a population with high UAI culture
- Region B has a population with low UAI culture
- *What do you do to solve the anxiety problem of the population and make business for your enterprise?*

Situation 2

- **Region A** has a population with **high LTO** culture
- **Region B** has a population with **low LTO** culture
- *What do you do to solve the **anxiety problem** of the population and make business for your enterprise?*

Situation 3

- Region A has a population with high UAI + high LTO culture
- Region B has a population with low UAI + Low LTO culture
- *What do you do to solve the anxiety problem of the population and make business for your enterprise?*