WHAT SHALL WE DO ABOUT THE COOKS?

Memorandum

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| **Response to March Conference Reviews—CI** | |
| **Must do** |  |
| Needs hook added/enhanced | New introductory sentence added |
| Add tension about resistance to encampment and traditional women’s roles | Emphasis added in introduction, para 3 on page 2, and para 1 on page 3 |
| **Suggested—informal notes** |  |
| CI Section on language (Wolof at end of p 1 could be shortened or eliminated to make room for enhanced hook | Shortened as suggested. |

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| **Response to March Conference Reviews—TN** | |
| **Must do** |  |
| Explain why Hofstede only and not GLOBE | Citing Dorfman et al. (2012) demonstrates that GLOBE doesn’t cover Senegal. Hofstede-based study covering areas of west Africa used instead. |
| p. 3 Clarify and expand reference to traditional women’s roles, resistance to encampment | Added. |
| pp. 4-5Add US perspective to chart of Senegalese characteristics | Added column for PC worker. |
| p. 7 Reference in HR to “is this a political move” is not clear. Clarify | Clarified. This meant token consultation; their input wouldn’t be taken seriously. |
| **Suggested—on record** |  |
| p. 6 “not considering background” in Fig TN2 not clear | Clarified. |
| Make more explicit how US approaches to motivation does or does not work in other cultures | Included in the new column in Table TN-2. |
| **Suggested—informal notes** |  |
| Spell out dimensions on TN1 | Done. |
| TN2 talks about fish, but not fish (just dishes) in CI | Simplified to reference dishes only. |
| TN2 could add column of RISKS of implementing (in addition to comments) | Risk added as part of comments section. |
| Suggested looking at Dan Pink’s book “Drive” on motivation (and why the usually taught theories don’t work that well in the US either). | Although we do not reference Pink, we incorporated additional background on Senegalese motivation and added explicit caution about directly applying U.S. normative perspectives. |