**WHAT SHALL WE DO ABOUT THE COOKS?**

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**ABSTRACT**

Mary White had to solve food logistics problems for the second annual Girls’ Empowerment Camp sponsored by the Peace Corps, and American non-governmental organization in central Senegal. Although Mary had been part of the planning for both the first and second camps, she had never been a project leader until just now. Mary inherited a messy situation. Lindsay had signed the food preparation agreement with the same establishment used for the first camp. This left the second camp vulnerable to same women who persistently served meals late, refused to follow directions, and willfully misinterpreted expectations. Mary must find a way to motivate the cooks and avoid the problems encountered in the prior year. This is a descriptive critical incident.

**LEARNING OBJECTIVES**

The learning objectives of this critical incident are:

1. Create a concept map to identify the key issues involved in Mary’s dilemma.
2. Analyze the situation with the cooks using Hofstede’s ([Hofstede, 2001](#_ENREF_6); [Hofstede, Hofstede, & Minkov, 2010](#_ENREF_7)) Dimensions of National Culture.
3. Contrast Bolman and Deals’ (2013) perspective on frames to determine a feasible solution to the problem with the cooks.
4. Propose a motivational approach likely to enhance the performance of the Senegalese workers taking into account cultural differences.

**APPLICATION**

This descriptive critical incident could be used in upper-level undergraduate, MBA and master’s in public policy or nonprofit management courses in Organizational Behavior, Intercultural Communication, Cultural Diversity, Nonprofit Management, or Human Resources Management.

**KEY WORDS**

Cross-cultural communication, managing across cultures, motivation, gender

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