

# Nine Conditions for Cooperation.

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## Where is cooperation?

Cooperation and the conditions that promote a choice for cooperation are surprisingly absent in many psychological models. The “big five” theory identifies as the three most important factors humans express themselves: extraversion; agreeableness and conscientiousness. These are all relational factors, (*Jerry S. Wiggins: The five-factor model of personality, Theoretical perspectives*) but are defined as personality characteristics. No factor on defining the relationship itself. In Belbin’s Team-role test the cooperation is delegated to the hands of one person: the coordinator. The MBTI has four factors all based on the individual reaction preferences to the outer world. (*Myers, Isabel Briggs: Gifts Differing*). In Project-management systems cooperation is in the hands of the project-leader. The research model of the GLOBE study on Culture, Leadership, and organisations, a long term research project, includes the factors Power Distance; Uncertainty Avoidance; Institutional orientation; Assertiveness; Future Orientation and Performance Orientation. These are defined as individual characteristics. These factors can build a culture that in combination with a inclusive leadership style facilitate cooperation. (*Robert. J House: Culture, Leadership and Organisations, a GLOBE study of 62 societies*).

**E. Schein**, one of the creators of the Organisational Development approach to organisations, **comments** in a Webinar that in all competence models for leadership the competence to build up co-operation with other people in teams is absent. (02/05/2012)

## Four basic behaviours deeply rooted in human.

Researchers on the human history show ongoing search for the roots of cooperation. In all areas of life ranging from the most primitive cells to humans. For long it is obvious that self-interest and competition play an important role in the development of species and also in mankind. (*Charles Darwin, On the Origin of Species by means of natural selection; The Decent of man in relation to sex.* ). Later on a lot of evidence point at altruism as a key factor in the development of mankind too (*Peter Hammerstein (ed.) Genetic and Cultural Evolution of Cooperation.*) The overwhelming research done on altruism points in the direction of a basic human possibility. (*Frans de Waal: Good natured; C.R. Badcock: Problem of Altruism; John C. Eccles: Evolution of the Brain, Creation of the Self*).

Cooperation is identified too as one of the basic building stones of the development of human progress. (*Stephen C. Livens and Pierre Jaisson: Evolution and Culture*). The research facing the question on how deep these behaviours are rooted in mankind concluded that it is in the genes. (*Gretchen Vogel: The evolution of the Golden Rule*). Each human being has the potential to all these four behaviours. The realisation in the individual lives differ depending on many factors.

### **The basic motives in life.**

In the overall search to the basic motives in mankind one recognises the tension that exist in the fundamentals of men's motivations (*Hubert J. Hermans: Grondmotieven van het Menselijk Bestaan; The Person as a motivated storyteller. Valuation theory and Self- Confrontation Method*). The tension between the basic motives or drives: "to realise own potentials and goals" and "the drive to belong to another". The encompassing search on these motives including all research done on this topic lead to this two drive model. In the development of societies both drives has to be realised (*Amartya Sen (Nobel Prize for Economics): Development as Freedom*)

A meta evaluation on all theories of organisations two models are formulated as basic for all thinking on organisations. The model of "the whole" and the model of the "parts" (*C.J. Lammers: Organisaties Vergelijkenderwijs*). Both perspectives are valuable, both perspectives are real, they organise reality different and explain different. And both perspectives are "true" at the same time.

### **In search for a concept that includes opposites.**

Basic to improve a choice for cooperation is being aware of the dual motivation in man. The "Self-Realisation" and the "Belonging drive". The acceptance of this concept enables one to accept all four basic behaviours: egoism, competition, cooperation and altruism as building bricks for cooperation. The theory on the Dialogical Self opens the opportunity to include opposite tendencies in the Self in Dialogue with each other. (*Hubert J. M. Hermans and Thorsten Gieser, Handbook of Dialogical Self Theory*).

### **Emotions as value signals**

Important is the discovery that emotions express the validation of the relationship between me and my environment and myself. Explored by Nico H. Frijda (*The Emotions*), Hubert Hermans (*Grondmotieven van het Menselijk Bestaan; The person as a motivated storyteller. Valuation theory and Self-Confrontation Method*). Agnieszka Hermans-Konopka deepens the process of emotional valuing into a change method (*in: Dialogical Self Theory*). In the field of economic rational behaviour Daniel Kahneman and

Ames Tversky first stressed the importance of uncertainty, loss aversion and fairness in making choices. (*Choices, Values and Frames*). So emotions are an important indicator of the valuing process by an individual. Arnold Cornelis analysis in *The logic of Emotions* the way one can use feelings to lead the way in a natural and social system and as a guide in communicative self directing.

### **Choice for cooperation.**

In research focussed more in detail on the way people make choices between cooperation, competition, egoism and altruism the model that fits best to the human condition is the model developed by Rapoport (*Anatol Rapoport: Fights, Games and Debates*.) It includes the tension between both basic motives: “the realisation of the individual motives” and “the drive to belong to” as realistic options in every behavioural choice. Research done on the preferred output scheme for this model (*Robert Axelrod: the Evolution of Cooperation*) show the importance of the conditions: Outcome (1) ; Tactic (8); The opportunity to actually show the four behaviours (4). Variations in outcome on this basic model show a shift to preferences for more egoistic, competitive or altruistic behaviour.

Much research is done with this outcome model. Research that defines other conditions that influence the choice for or against Cooperation. On the question what tactic can be most successful to develop sustainable cooperation with other people and groups an ongoing research projects show, in fantastic broad and many times repeated research, the success for one simple tactic. Model research show that this cooperative prone tactic can survive in an environment where the overall majority of the choices of other participants (up to more then 80%) are egoistic or competitive. (*Robert Axelrod: the Complexity of Cooperation*). The results indicate the importance of including a future perspective.

### **Conditions: self evaluation; evaluation of others**

More research is done to specify in detail conditions that influence a choice for cooperation or egoism and competition. The condition “self evaluation” (3) and the effects on relation building with others has been researched in very different situations all indicating that the more open and self assured a person is the more a person is prone to make a choice for cooperation ( *Fred Luthans: Psychological Capital*). The “others evaluation” (2) is show to influence all choices in human behaviour. (*Scott Antran: Sacred Barriers to conflict Resolution*) and is a basic condition to be influenced in all change programs. In the scientific research done in the intercultural area all concentrates on these two conditions. Models that

search for the political cooperation between independent countries leads to programs that open up the egoistic thinking and understanding the values and perspectives of others (*Roger-Maurice Bonnet and Lodewijk Woltjer: surviving 1000 centuries. Can we Do it?*; Kenneth A. Oye (ed.): *Cooperation under Anarchy*).

### **Condition of communication, distances and bridging differences**

In communication research (*Suzuki Y.: Effects of information and group structure on the evolution of altruism*); in research on the power distribution between people and the influence on cooperation (*Robert. J House: Culture, Leadership and Organisations, a GLOBE study of 62 societies*); in research on communications with limited information channels (*Huiyan Zhang: Virtual Team Identity construction and Boundary maintenance*); research on intercultural differences (*Fons Trompenaars and Charles Hamden-Turner: Riding the waves of Culture; Geert Hofstede: Cultures and Organisations: Software of the Mind*) all show the importance of creating conditions that bridge distances. (5) The closeness of people and interactions are recognised as an important factor for the development of intelligence (*James Flynn: How clever are we?*). In analysis of success of companies the closeness of different disciplines is often recognised. The hotspot. (*Goger Guimera: Team Assembly Mechanisms Determine Collaboration Network Structure and Team performance*). It is know that artists of different disciplines group together in search of a rich diversified inspiration condition. Many cities favour the grouping of different research institutes in one science area as does they with the grouping of new development industries. The growth of cities as “places where all happens” show that people recognise the advantage for personal development in belonging to a lively society.

On the other hand research showed that in the past when groups of people were isolated, often by changes in nature conditions, they loses many knowledge know to the lively bigger group and fade out of history. (7)

### **Condition of high complexity creates uncertainty**

“Fear for unknown consequents” or the opposite “trust the other will be honest” is studied and shows as an important condition for the development of sustainable cooperation. (*Jennifer A, Whitson: Lacking Control Increases Illusory Pattern Perception*). Common knowledge recognises this. In the daily analysis of international and local economics and of political development the “trust condition” is present. In economics the “economic trust index of consumers” is an important indicator for economic development. In politics the perception of each other promotes or blocks cooperation. In the economic and in the political interactions countries have to make choices on the

openness for the influence of others to preserve their own identity. A choice people make as individuals, as families, as cultural groups.

The level of complexity is crucial. (6) Complexity in understanding past behaviour of others and the complexity to understand the future behaviour of others. The more difficult to understand the more space for fantasising about intentions of others. People in these uncertainty condition have the tendency to fantasise on disasters. On the other hand uncertainty cannot be avoided, so a high level of uncertainty tolerance is a favourable condition for cooperation. .

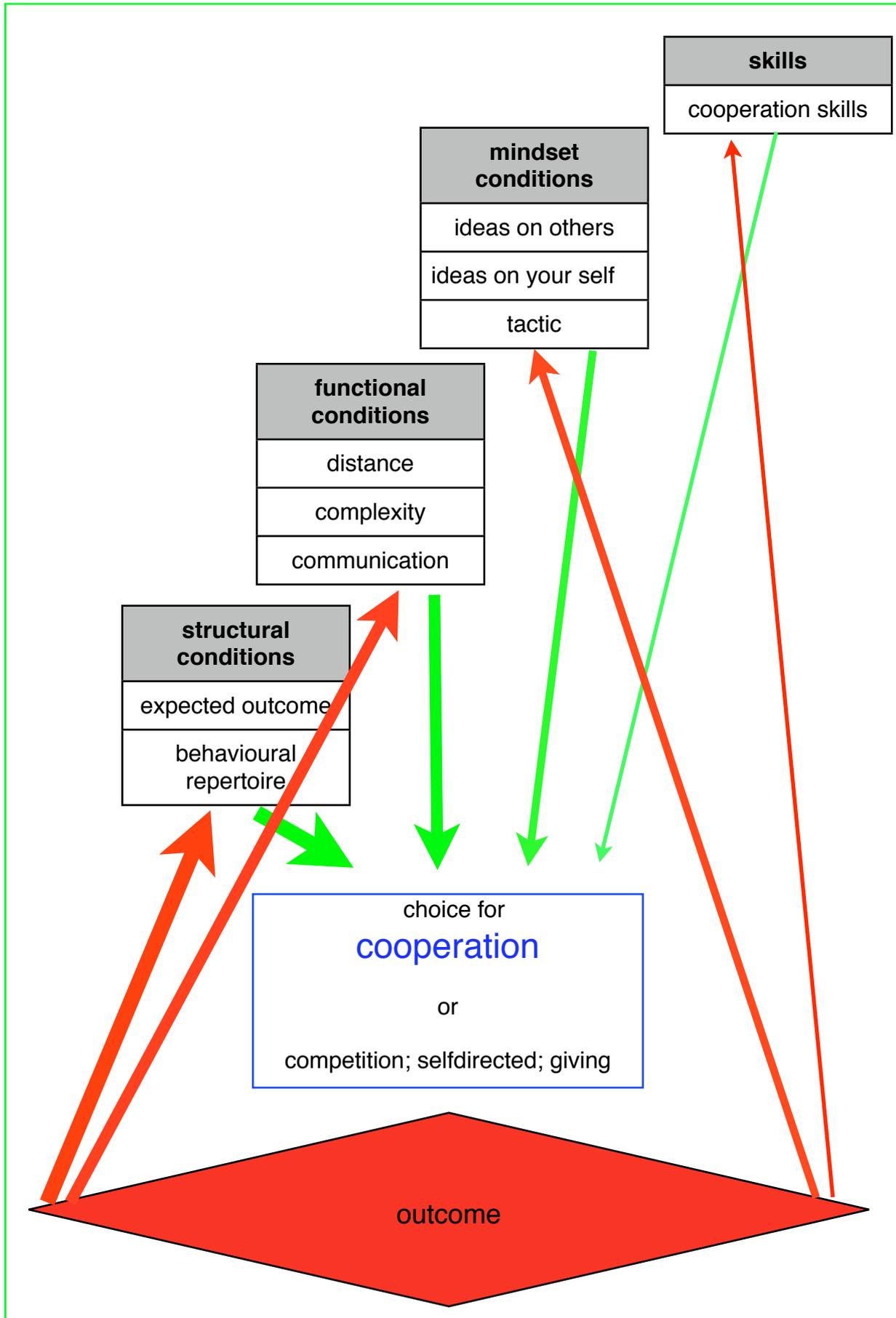
### **Condition of basic skills**

In the research done on the basic skills (9) that favour the choice for cooperation in the tension full way we design as important show up: empathy and assertiveness. An important dimension in the research model of the Globe Study project. Splitting up to more detailed behaviours, important are: "Giving; Setting boundaries; Stopping relations. The most important behaviour is "the open talk about own and others behaviour to prevent engaging in a never ending "punishment loop" .In research "punishment" is shown as an important condition for the development of sustainable cooperation (*Simon Gachter: The long-run benefits of Punishment*).

Martin E. Seligman and Christopher Peterson made an enormous effort in classifying in a positive way all personal behaviours that contribute to personal happiness and social belonging. All in the handbook Character, Strengths and Virtues. The handbook on Well Being edited by Daniel Kahneman (Nobel prize in economics); Ed Diener and Norbert Schwarz with the contribution of over 50 outstanding researchers covers all conditions for cooperation.

### **A model with the nine conditions:**

# Conditions that influence the choice to Cooperate



## Explanation to the Model:

The conditions are grouped in four groups depending on the relationship they have with the organisation and the people in the organisation.

- Structural Conditions
- Functional Conditions
- Mindset conditions
- Condition of Cooperation Skills

**Structural Conditions** are conditions that are related to the way an organisation is basically organised. The way goals are defined (outcome condition) and the basics in the culture of the organisation (behavioural repertoire condition).

- a. **Outcome condition** for individuals in an organisation can be defined ranging from:
  - i. individually focussed. Ranging from basic fixed salary to variable salary depending on the individual performances. And combinations.
  - ii. focussed in combinations: Individual performances and group, company performances. A fixed salary and bonuses depending on personal performances, group performances and performance of the company as a whole.
  - iii. Career opportunities can also be focussed on individual performances in combination with contributions to the company as a whole.
  - iv. Management goals for parts of an organisation can be defined ranging from exclusively directed to the performance of that group, and can be defined in combination with contributions to the performances of others and the company as a whole.
- b. **Behavioural repertoire condition** can be defined by preferences in one of the four basic rational behaviours: self-directed; competitive, cooperative; altruistic. In some organisations competitive behaviour is stimulated; in others self-directedness is the accepted basic value; others are based on cooperation and again others are based on altruistic behavioural preferences.
- c. A structural condition is felt as the backbone of an organisation and changing intervenes deeply and effects all people in their relationship with the organisation.
- d. For the rise of cooperative choices these structural conditions are very important. When these conditions are unfavourable for the mergence of cooperation changes in other conditions will not be effective. That is why these two conditions contribute more in the score in the quick scan. The score is valued three times.

**Functional Conditions** are conditions related to the way an organisation operates. The way an organisation handles differences (distance); by handling simple and open (complexity condition) an organisation influences these conditions for the promotion of cooperation. the organisation can promote cooperation by institutionalising communication on one hand or favour only spontaneous communication as a way of coordinating. These conditions can be changed by agreeing on different ways of working and act accordingly. These conditions cannot be changed by an individual on his own. That is why these conditions are weighted double. These conditions can be changed in Training/work sessions with the life working groups.

**Mindset Conditions** are conditions in a person. When a person enters an organisation he has a specific mindset composed by his experiences, future outlook, self-esteem and implicit concepts on how to build cooperation. These conditions can be influenced by personal reflection (in individual coaching or in group coaching) or in training sessions where concepts can be tested and new concepts and related actions can be trained.

**Cooperation Skills condition.** For the start, building and maintaining of ongoing Cooperation specific skills, implemented in personal behaviours as habits, favour the success of cooperation. These skills can be trained in training in Cooperation skills. It will be favourable in an organisation when all workers have these skills. This condition need intense interventions with training. That is why it is valued once in the Quick scan.

### **Recognition in other areas of practice.**

In research done on the effectiveness in group-psychotherapy the conditions of altruism, installation of hope; learning to build to groups cohesiveness and social skills show up. (*Irvin D. Yalom: The theory and practice of groups Psychotherapy*). Richard Wiseman selected proven methods for behavioural Change. (*59 seconds, Change your Life in under a Minute*).

For organisations Robert G. Eccles and Nitin Nohria (ed.) stress the importance of the network organisation as a form of organising that honours best both basic human drives. (*Networks and Organisations*). It is in also the research done by one of the first pioneers in Organisational development, Edgar H. Schein, who points that uncovering cultural assumptions and build-in processes improve organisation cooperation. He designed methods for managed cultural Change. (*Organisational Culture and Leadership*). Levente

Buttyn develops methods for “Stimulating Cooperation in Self-Organising Mobile Ad Hoc Networks”.

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