

glorious," the free market has been booming, attracting talented and enterprising Chinese people who would otherwise have been employed by government jobs or in state-owned or state-managed industries. Those who work in the private sector have none of the state benefits associated with the "Iron Rice Bowl." Often not accepted, they are frequently the target of jealousy (the "red eye disease").

Most Canadian technical advisors on joint-venture projects will be working with Chinese management and staff who are in a *danwei*. Although technical advisors come and go, you should remember your Chinese colleagues remain, often in the same *danwei*, for a lifetime. A Canadian with very un-Chinese ideas and ways

of doing things can be unsettling in this context. Changes introduced by you, unless accepted by the partner organization's leaders and integrated by them, are unlikely to be sustained. Once you leave China, your Chinese colleagues are likely to revert to their organization's culture and environment.

Some Chinese staff may not be willing to run the risk of intimidation by continuing western ways of doing things after you have gone. There are tactics to keep group members in line. Although it is rare for workers to be demoted or dismissed from employment, those who are in disfavour with the leader may be shunned or simply given no work to do. As an old Chinese saying goes, "the nail that sticks up is hammered down."

Authority ♦ ♦ ♦

*The two most fundamental aspects of social behaviour
[in Chinese society] are control and association.*

-Michael Harris Bond (1991)

Authority goes with age or seniority, position or status. As a result, the concept of the patriarch is very important. Juniors show deference to seniors and the dictates of the leaders are not questioned. Such behaviour is considered upright, prudent and a

benefit to society. Control is normally from the top down.

Not challenging authority directly, however, should not be confused with acceptance. There are many more prudent ways around the system. An