**Memo – Nov 5, 2015**

**Culture and Occupational mandate: what concept of culture are we referring to?**

Hughes does not refer to culture per se but to values.

Nelsen and Barley refer at some point to a cultural mandate while referring to Hughes’ definition.

Allen, 2005, on nursing occupational mandate and showing the tension between how the mandate is articulated and shared and the reality of the work: suggesting the need to evolve the mandate: from unmediated caring relationship to healthcare mediator.

Allen, p. 271: “This is the basis of the nursing mandate, i.e. the claims that the occupation makes about its contribution to society that distinguishes it from other occupational groups (Hughes 1984).”

“[an occupational] mandate (its culture and ideals).” P. 273

Our main definition of culture is Van Maanen and Van Maanen and Barley, 1984: “a set of values, norms and perspectives that apply to but extend beyond work related matters” (p. 287: we already cite this but we might want to highlight more).

And I think that’s what Hughes also refers to when he talks about the values of the mandate.

D. Forsythe (2001) also proposes a similar definition of culture: “The investigation focuses upon the relationship among the values and assumptions that a community of scientist bring to their work; the actions that constitute that work; and the tools they construct in the course of that work. (…) The values and assumptions shared within a group constitute part of what anthropologists call “culture” [later she refers to Geertz, 1973; 1983]. Culture defines what we takes for granted, including explicit, formal truths of the sort embodied in scientific paradigms; the tacit values and assumptions that underlie formal theory; and the common sense truths that “everybody knows” within a given setting (or type of setting)..”

Note 1: she is not claiming that there is discrete culture of AI but that “people who are accepted as belonging to the AI community share *some* meanings and practices with each other that they do not necessarily share with other people: p.1 -2

I think this is what we want to make clear… it’s not a discrete culture but some shared meaning and it is important when creating a community of like-minded people (per Bucher): “Being seen to share these is an important criterion of membership in this community.” P. 2

One more quote which I think highlight the intertwining of values and practices in defining work (mandate too): “In order to understand what these individuals are doing when they “do science” as they define it we need to understand what these shared meanings and practices are.” P. 2

Note 2: we might want to cite her as she does look at the ethos and how it connects to the practices of AI experts.

**So my suggestion is to add a couple of sentences when we define the occupational mandate referring to it as values and ideals which are culture as defined by Geertz, Van Maanen and Forsythe, but with the acknowledgement in this literature too that practices, how these values are enacted, is central to the enactment of the culture (culture is not only symbolic).**

On adding a dynamic view to the data:

Note: Allen highlights that “nurses’ work boundaries are extremely flexible (Mauksch 1966; Hughes 1984)” (p. 276) and it seems that its part of their job (despite their attempt to reach closure).

Wondering if we could not highlight this as a contribution in our paper that this is something that service designers are doing to:

They are trying to close but while leaving open and they do it with both designers and management consultants… and this is the dynamic aspect…

And maybe originally they claimed for holistic view because what mattered to them was to show that they could do projects that were more strategic, but then they wanted to show that they were not management consultants and they highlighted more the empathy and the co-creation. But they want to keep the strategic piece, i.e. holistic value… it’s an ongoing balancing act.

Without doing data mining, text analysis, we can just look at the articles in Touch Points…