

SIETAR Europa & Global Hub Newsletter March 2004

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About the Newsletter

The *SIETAR Europa Members Newsletter* is published every other month on this site. It is produced from the SIETAR Europa Office under the guidance of the SE Board of Directors Communications Team.

How to contribute to the Newsletter

Contributions are welcome from all SIETAR groups and members. We want to hear from you both as an individual member and as local SIETARs.

We invite:

- News and developments
- Listings of upcoming events
- Feature articles
- Reviews of Publications, products, etc.
- Advertising & sponsorship from non-SIETAR product and service providers

All contributions and reviews should be sent in electronic format as email attachments or if necessary on a floppy disk in a standard word processing format to office@sietar.europa.org. The editors reserve the right to the final decision of the when, where, how and what material received will be listed on these pages.

News and developments

Please tell us what has been happening in your local SIETAR. We will keep you abreast of SIETAR Europa developments.

Upcoming events

We will list what is currently happening in the newsletter, but the [SIETAR Online Documentation Center](#) also has a longer range events calendar which you can also reach the main [SIETAR Europa website](#).

Feature articles

Short subjects, stories, studies, etc., from members are welcome. They should generally not be more than 1000 words in length.

Reviews of Publications, products, etc.

We will facilitate the peer review of books, games, training materials, CDROMs, etc., whatever the language they are produced in, and publish your reviews in the Newsletter.

Offering a product for review

If you have a product to review, please send it to the SIETAR Office, marked clearly for newsletter review. The materials available for review will be listed in our new items for review review log, where members who are interested in reviewing them may request to do so. We will also proactively look for reviewers when materials are sent to us. Your review will then be published in the monthly newsletter.

Reviewing a product

You may offer reviews on your own initiative or request to do so if you have received a product to review from someone else. If you would like offer your opinion on one titles that we have received in the SIETAR Europa office, let us know that you are interested and why you would be an effective reviewer of this title, and we'll send you a copy for reviewing

Review Guidelines

Please follow this format for producing your review.

- Title: in UPPERCASE letters
- Author: Full names of the author(s) and/or editors.
- Publisher or producer: (The publisher's or product producer's name, address, and website or contact information).
- Details: (The date of publication; the ISBN number; Description, e.g., soft or hard cover, number of pages if a book. or description of other media, e.g., CDROM, game, etc.
- The review itself: up to 1000 words.
- Reviewer info: Two or three sentences identifying and describing yourself, the reviewer and your competence in the field and, if you choose, how others may reach you.

Getting involved

The SIETAR Newsletter is a project of the SIETAR Europa Board Communications Committee and is posted by [Christine Longé](#), the SIETAR Europa Office secretary. Your assistance and ideas are always welcome. Please contact her.

Sponsoring and advertising in the Newsletter Sponsoring and advertising in the Newsletter is is an efficient and cost-effective way of reaching a large number of professional interculturalists in Europe and beyond. They are interested in hearing about your products and services in this rapidly growing field.

Who should advertise?

- Sellers of intercultural services, publications and products
- Organizers of intercultural events and meetings of interest to the intercultural community
- Organizations in search of intercultural services or product development

How to advertise

Arrange your advertising needs with [SE Office](#) if you are interested in

sponsoring or advertising in an issue of the SE Newsletter. Send your computerised ad (file, e.g., .doc; .rtf; .txt;.jpg; .bmp; .eps; .gif; .ps;.tif; .pdf; .pcx) as an attachment by email to the [SE Office](#).

What does it cost to advertise?

Newsletter sponsor: (Newsletter title page, one only per issue)	300€00
Full page ad	250€00
Full page ad additional issues, per issue	25€00
Banner ad	150€00
Banner ad additional issues, per issue	15€00
Simple listing or link (100 words or less)	25€00

Discounts:

for 2 advertisements	10%
for 4 advertisements	30%

Arranging Payment

Payment in advance is required in one of the following forms:

- Bank transfer: Transfer of the full amount (including bank fees) to SIETAR Europa: Account N° 00010053243 at BNP Paribas, 426 ave du Cannes, 06210 Mandelieu- La Napoule FRANCE (01738). Transfer Swift BNPA FRPP NIC, IBAN FR76 3000 4017 3800 0100 5324 373
Please give the full name of the remitter and mark it "Newsletter".
Payment in Euro only, please.
- Within France, by cheque in Euro: made out and sent to SIETAR Europa Newsletter, c/o Christine LONGÉ, L'Argentière Bât E, 637 bd Tavernière, 06210 Mandelieu la Napoule, FRANCE
- By Visa, MasterCard or Carte Bleu. Please indicate
 - the kind of card
 - your name as written on the card
 - the card number and expiration date.

We look forward to seeing your services and products on these pages.

1. 1. SIETAR News

- [1.1 SIETAR Europa](#)
- [1.2 SIETAR France](#)
- [1.3 SIETAR USA](#)
- [1.4 SIETAR Netherlands](#)

This section carries information about the activities of SIETAR Europa and other SIETAR groups.

1.1 SIETAR Europa

- [1.1.1 February Board Decisions](#)
- [1.1.2 Budget 2004](#)
- [1.1.3 The e-life of SIETARians](#)
- [1.1.4 Berlin Congress Update](#)

1.1.1 February Board Decisions

SIETAR EUROPA BOARDMEETING ISTANBUL 5-8 FEBRUARY 2004

ANNOUNCEMENTS

Newsletter

- We have to find new sponsors for the next issues.
- A survey will be set up at the Berlin congress:
Questions:
 - Did you read the NL?
 - What was your favourite item?
 - What do you suggest for the next issues?
 - Should we have 4 issues a year instead of 6
 - Lighten the size of the Newsletter by setting up a links to the local Sietars' Websites instead of copying what they sent.

Membership committee

(Sabine WAGNER-Klara FALK BANO-Ana ULRICH)

- All membership issues will be dealt with in this committee.
Klara FALK BANO will contact the membership committee about retiring members.

Budapest committees

- Christine LONGE will ask if they want to do something at the Berlin congress, tell it to Monica ARMOUR and Francien WIERINGA. They will announce this in their presentation of the Budapest results on Thursday afternoon.

Nomination committee

(Patrick BOYLAN and Annette HAMMERSCHMIDT)

- 2 persons need to be elected: 1 substitute+direct member
Election will be scheduled for two weeks before the GA.

NGO committee

- We need members to begin this new committee.
Tatiana DAMARAD has agreed to be the first member and chair of the committee.

SIETAR Netherlands

- 15 members of SIETAR EUROPA have the possibility to join SIETAR NL, but they need to know that they remain connected to SIETAR EUROPA. A message must be sent to these members.
- The ones who already paid dues for 2004 must be reimbursed by SIETAR EUROPA. Francien will check the list and mail to Christine the names of those who are members of both SIETAR'

Current statutes

- It could happen there is no representative in the board from a local group and in this situation it's a big problem because the so called group doesn't feel involved. A substitute has to be chosen to attend the SE Board meetings.

Consequences of new statutes

- SIETAR Europa does not and will not compete with the local SIETARs for membership. The rule is clear: a member of a local European SIETAR is automatically a member of SIETAR EUROPA. To encourage members to join a local SIETAR the fee of SIETAR EUROPA will never be lower than the fee of local SIETARs

- Local SIETAR is invited to welcome new members by connecting them with a current member who lives next to him and have similar experience. That is what we call 'buddy system'.

STRUCTURAL ISSUES

Structure of the board

We started a list of responsibilities. This will be completed next board meeting.

Responsibilities of local SIETAR to the SIETAR EUROPA board	Responsibilities of the SIETAR board to local SIETAR
We started to inventory the responsibilities. 1. Attendance at Board Meetings (contact with substitute if necessary) 2. Inform the Board about: --What is happening locally --Local and national politics affecting intercultural issues --Developments in the intercultural field 3. Internal info on the local SIETAR --Updates on new members (name and contact) --Newsletter information and announcements 4. Knowledge skills Experience exchange 5. Prepare agenda items issues before meeting --local --SE 6. Assure annual membership fee transfer to SE	-stimulate dynamic process Best Practices exchange+process European Funding Organisation -stimulating bilateral contacts -organising congresses -leveraging events -sharing political issues and solutions

- These points have to be discussed at the next board meeting 31 of March.
 - How and what will be communicated in the General Assembly?
 - Phone call with the persons who are not here about this process.
 - Clearly formulate the Board member responsibilities.
 - Decisionmaking has to be clear and transparent.
- Committee chairpersons are invited to the board meetings. If they cannot attend they should report to the board via their liaison. During the congress they are strongly encouraged to attend.
- A liaison on the board is in charge of the connection with the new local SIETAR groups and the membership committees.
- Dr. Perihan ÜGEÖZ conducted an exercise for the Board to help set. Roles, objectives, missions, responsibilities, accountabilities

OFFICIAL ANNOUNCEMENTS ABOUT WAY OF CONDUCT AND DECISION MAKING

Finances/budget/funding/office

- We took the decision to acquire accounting software, Christine LONGE will do the entering and the accountant will do the audit 2002 & 2003. By March 10th, the auditing folder must be in the hands of Maria JICHEVA for first check and to forward to Monica REPPAS SCHMIDT.
- We will change banks to service the credit card system at a lower cost.

Berlin congress

- Maria JICHEVA will contact Jürgen HENZE in order to know if the Congress needs seedmoney just in case.
- Francien WIERINGA will contact Jürgen HENZE about the congress contract (clear mention about the percentage).

Initiative to generate income and promote membership

- We need to learn about members expectations when members sign up: at the congress and after the congress.
- A Membership desk has to be set up in the lobby and has to register members for both local SIETARs and SIETAR EUROPA.
- Local groups have to provide membership forms/detailed program, activities for the membership desk in Berlin.
- Nathalie LORRAIN will get in touch with the Accord group and find out the possible reductions on hotel prices and find out if they want to sponsor us in other ways.
- In view of being more visible and promoting SIETAR we have to discuss this issue with participants at the congress. Francien WIERINGA will contact SIETAR Germany about this issue.

Proceedings

- A proceedings desk has to set up at Berlin congress.
- Must we find out who paid for the proceedings 2000 and did not get them? Jan VERHOEVEN will contact Arielle del Campo about the matter and ask also if she can bring copies to the

Congress?

- Francien WIERINGA will ask Jürgen HENZE if proceedings for the current Berlin Congress will be put on the website at the end of the Berlin congress and how they may be accessed i.e., whether there should be entrance fee or not For non participants of the Congress?

Membership

- We have to maintain the privacy of the contact information given us by members.

- Deadline for joining SE will be changed to the end of the Berlin congress instead of March 31th. This concerns only SIETAR EUROPA members.

- It is important to have a discussion of membership fees in the local SIETAR's and ask them for their wishes and solutions.

Each representative will report in its own group the issue of percentage (at least 25% and not more than 40% according to the guidelines) to be paid to SIETAR EUROPA, and will ask the local SIETAR's for ideas for SIETAR Europa. Maria will make a list of the tasks (in hours) of the office which we need and she will send it to the representatives of the local SIETAR's

- Francien WIERINGA will have a phone call with Jürgen HENZE on Sunday in order to make clear arrangement about SIETAR Deutschland's percentage.

Comments on Mandelieu minutes

- Nathalie LORRAIN will serve as the representative of SIETAR France.

- Sabine AMEND: PR committee.

- The minutes of the 2003 Mandelieu-la Napoule Board meeting were approved.

Berlin boardmember meetings (At the 2004 congress)

- Agenda has to be sent.

- Protocols about how to use email has to be resent to all and at the boardmeeting and in Berlin we will discuss one more time how this protocol could be more effective.

- All boardmembers will show what expenses they have incurred by attending the boardmeetings and serving on the Board..

- Francien WIERINGA will find out the place of the meeting and will ask Monica Armour or Sabine WAGNER to be the facilitator.

2005 2006 congresses, brainstorm

- SIETAR Turk can't take place in Istanbul in 2005.

SIETAR Turkey

The board of SIETAR EUROPA has to approve the statutes which are in Turkish and have to be translated into English in order to make them understandable to everybody. Special focus will be on election system and decisionmaking system.

- In the future SIETAR EUROPA will not organize a congress with a startup local group.

Project

- Hinko project: Axinia SAMOILOVA will mail a text to Francien WIERINGA and Francien will contact Jürgen VANCAPELLE (project coordinator) and Alexander SCHEITZER (SIETAR Germany) and sign the contract.

Membership fees

Reduced fee for institutes will be €100

1.1.2 Budget 2004



Below for your consideration is the proposed SIETAR Europa budget for the year 2004 which the Board will discuss and approve at the next Board meeting in February. Should you have questions or comments, please address them to the SIETAR Europa Treasurer, [Maria Jicheva](#).

SIETAR Europa BUDGET 2004 in Euro	
EXPENSES	
Salary for the Office Secretary with insurance	13 000
Congress seed money	3000
Mailing 50/month	600
Office Stationery 30/mth	360
Telephone SIETAR line 26/mth plus 150/mth calls	2200
Use DSL line 30/mth	360
Internet Web services + Srato Domain	2000
Office - rent	2000
Software	1000
Bank fees	600
Dues and subscriptions	150
Associate membership fees to Global Network	230
Total:	25500
INCOME	
Membership Fees 2004	
SIETAR Deutschland	3 500
SIETAR United Kingdom	1 500
SIETAR France	1 500
SIETAR Austria	400
SIETAR Associates	500
Direct members	4,500

Seed money -back	3000
Profit from 2004 Congress	4500
Marketing initiatives (advertising, selling services)	5500
Sales of Congress Proceedings	200
From Reserves	400
Total:	25500

1.1.3 The e-life of SIETARians

Is there life online?

Preliminary Results of the Survey on *The E-Life of SIETARians*

by Anja Krüger



SIETAR Europa is certainly alive and well on line. A large number of you have already participated in our online-survey on *The E-Life of SIETARians*. To those of you who have already responded, thank you very much for providing your data and opinions! Preliminary data show a rich variety of involvement in online work, exchange, learning and teaching.

Because we would like to make our study as thorough as possible, we will keep the survey will remain open until March 25th. So, if you have not filled in the survey yet, we would like to ask you to take a few minutes to give us some basic information about how you currently use virtual technologies and how you might like to use them in the future.

Hearing about your experiences, your feelings and opinions about online work will enable us to plan as accurately as possible future SIETAR Europa's future initiatives in eLearning offerings and other forms of virtual activity.

The online-survey is located at:

<http://www.surveymonkey.com/s.asp?u=89937371940>

Even if English is your second or third language, the survey is simple and should not take more than ten minutes to complete.

As a bonus, SIETAR member Sabine Wagner is offering those who complete the survey a beautiful and inspiring multicultural screensaver which she developed from photography she has personally done around the world. You will see instructions for getting this gem at the end of the survey.

The results of the survey will be presented at the SIETAR conference in Berlin and reported in detail in the next newsletter.

Thank you for participating!

1.1.4 Berlin Congress Update

- [Registration form](#)
- [Program](#)
- [Communities of Practice](#)

Don't wait any longer

It is time to sign up for attendance at the SIETAR Congress, and workshops. Close to three hundred of your colleagues have already done so. You can always go to the [Congress Site](#),

but for your convenience we have posted the schedule of events here along with a registration form. If you are interested in a community of practice you have a look at the next item and get started online with your COP interests now.

We look forward to meeting you in Berlin!

And see you soon
- online!

*The Organising
Committee*

Registration
form



Berlin is a lively, dynamic, multicultural city with lots of things to do and experience, so consider coming a few days earlier or staying on a bit after the congress. Have a look at The [Berlin city site](#) for more information about the city.

Registration Form

SIETAR Congress 2004 in Berlin

Please return to:

SIETAR Deutschland e.V., Postfach 31 04 16, D-68264 Mannheim - ☎ +49- 621/7179002 FAX: +49-621/7179004

E-Mail: registration@sietarcongress2004.de

Please use capital letters

A. Participant

Name _____

Surname _____

Company _____

Street _____

P.O.Box _____

Zip Code _____

City _____

Country _____

E-Mail _____

Phone _____

FAX _____

Please tick off, if this is your private address:

B. Congress Fees

I am member of SIETAR Germany

SIETAR Europa or SIETAR _____

I am not a SIETAR-member: ___ I would like to join SIETAR: SIETAR Germany SIETAR Europe or SIETAR _____

SIETAR Member Student under 28/Pensioner (SIETAR Members)

Regular Fee (16.01. – 05.03.04) → 350,00 € Regular Fee (16.01. – 05.03.04) → 150,00 €

Late Fee (after 06.03.04) → 450,00 € Late Fee (after 06.03.04) → 200,00 €

NON-Member Student under 28/Pensioner (NON-Member)

Regular Fee (16.01. – 05.03.04) → 425,00 € Regular Fee (16.01. – 05.03.04) → 175,00 €

Late Fee (after 06.03.04) → 500,00 € Late Fee (after 06.03.04) → 250,00 €

Eastern Europe National **Congress-Celebration Event (Dinner, Life Music & Dancing)**

03.04.04 at 8 pm at the House of Cultures → 45,00 €

Regular Fee (16.01. – 05.03.04) → 175,00 € including welcome drink, international buffet, first bottles of wine,

Late Fee (after 06.03.04) → 250,00 € great Brazilian and African dance music and a wonderful atmosphere

including 16 % V.A.T congress-materials, lunch and drinks during the congress days (01.– 03.04.2004), excluding participation in pre-congress-workshops (31.03.2004) and post-congress- workshops (04.04.2004)

C. Pre-/Post-Congress-Workshop Fees

Title	Arrangement/Name	Date	Price €
○	_____		
○	_____		
○	_____		
○	_____		

Please find information on our events and prices etc. on our homepage www.sietarcongress2004.de (congress programmes)

Please note that fees for Pre-/Post-Congress-Workshops do not cover congress participation.

D. Payment

Transfer to bank account Stuttgarter Volksbank AG
account no.: 224051016/bank code: 60090100/
IBAN: DE41600901000224051016 – BIC (SWIFT-Code): VOBADSSXXX

Please charge my credit card (only for NON-EU-PARTICIPANTS)

Eurocard / Mastercard Visa → no other cards!

Credit card No.

Credit card pin: (last 3 numbers on back of the card)

Exp. Date Month/Year

Card Holder: _____

Please note that all bank charges have to be settled by you. If this is not done, we will need to send you an subsequent invoice for the lost bank charges, which will create additional costs for you. Thank you for your cooperation.

Date: Signature:

With my signature on this registration form I accept these conditions.

Details of registration

Payment

Bank transfer

Please remit the amount in Euro with your registration to:

Stuttgarter Volksbank, account no.: 224051016/bank code: 60090100/IBAN: DE41600901000224051016 – BIC (SWIFT-Code): VOBADSSXXX

The participants will be charged for any bank transfer charges which might be incurred.

Credit card

Please indicate on the registration form your credit card organisation, credit card number, expiry date and name of card holder.

The amount of the congress fee will be charged to your credit card at the next possible date.

Please note that all bank charges have to be settled by you. If this is not done, we will need to send you a subsequent invoice for the lost bank charges, which will create additional costs for you. Thank you for your cooperation.

Signature

The signature on the application form is essential, otherwise your registration cannot be processed.

Confirmation

After receipt of the payment, we will confirm your registration. If you register later than March 1st, 2004, please present a copy of your bank remittance form at the Congress Office.

Accommodation

SIETAR has pre-booked some hotels close to the congress site. Please make all arrangements with hotels personally. You can download a list of pre-booked hotels from the congress website.

Cancellations

Registered Congress participants who cannot attend the Congress will receive a refund of the Congress registration fees as follows:

Receipt of cancellation by February 15th, 2004

- Refund of full registration fee, minus 25,00 € for administrative costs

Receipt of cancellation by March 15th, 2004

- Refund of 50 % of registration fee

Receipt of cancellation after March 15th, 2004

- No refund

Please take the cancellation (with your name, address and registration-no.) to registration@sietarcongress2004.de or FAX: +49-621/7179004. Any bank charges shall be borne by the participants.

Liability

SIETAR Deutschland e.V. is not liable for any losses/casualties, accidents or damages to persons and objects, regardless of their origin. Oral arrangements require a written confirmation.

With the signature on the registration form the participants accept the conditions mentioned above.

Progra
m

SIETAR Congress 2004 Cultures in Transition Humboldt University Berlin

Wednesday - 31 March 2004

Pre-Congress-Workshops

- Cultural Improvisation Workshop

12.00-18.00 90 €

- Erkunden und Gestalten interkultureller Transitionen

09.00-17.00 170 €

- Multicultural Training with a Kick!

09.00-18.00 145 €

- Films in Intercultural Training

14.00-18.30 70 €

- Does mother know what an interculturalist is? Do you ?

09.00-17.00 130 €

- Merging Cultures

09.00-17.00 140 €

- SpectActing – szenische Konfliktbearbeitung im interkulturellen Dialog

09.00-13.0 70 €

*For more details about the content of the pre-congress- workshops and the
facilitators please look at www.sietarcongress2004.de*

Welcome Reception at 18.30

Congress Tracks:

- Power relations in Cross-Cultural Interactions
- Individual and Collective Identities in Transition
- Systemic Approaches to Organizational and Social Development
- Challenges and Limits of Intercultural Work
- Theories and Methods in Intercultural Training
- European Identity: Diversity and Common Ground
- The role of Language and Linguistic Paradigms in Transition

Thursday / Friday – 1 / 2 April 2004

First and Second Congress Day

09:00 Welcoming
Keynote
Speech

11:00 Coffee Break

11:30 Papers in
Tracks
&Communities
of Interest
Sessions

13:15 Lunch

14:45-
16:15 Workshops &
Poster
Sessions

Coffee Break

16:45 Discussion
Sessions across
tracks, Workshops
&
Papers in Tracks

18:30 Evening Programme

More information and the
preliminary detailed
congress programme is

available at

www.sietarcongress2004.de

The Organisation

Committees of SIETAR

Germany and SIETAR

Europe are looking forward

to welcome you in Berlin ! 1

SIETAR Congress 2004

Cultures in Transition

Humboldt University

Berlin

Saturday – 3 April

2004

Third Congress

Day

09:00	Plenary Discussion across Tracks
11:00	Coffee Break
11:30	Papers in Tracks & Communities of Interest Sessions
13:15	Lunch
14:45-16:15	Closing Sessions
Coffee Break	
16:45-18:30	SIETAR Members General Assembly
20:00	Celebration Event

Saturday night - 3 April 2004

Congress Celebration Event

For Saturday night at 20.00 we have organized a special unforgettable event. Please register soon and join us for:

- a delicious International Dinner Buffet
- a Welcome Drink and wine to start with

- great Life Music and Dancing
- amazing Brazilian and African Musicians
- a wonderful Atmosphere and Decoration at the Restaurant “Auster”
- in the legendary location of the “House of World Cultures”

Enjoy this special evening event for 45 € !

Sunday - 4 April 2004

Post-Congress-Workshops

- Europe in Transition: Bridging East and West for an Effective Cooperation

08.00-12.00 80 €

- Theories and Methods in Intercultural Training: Working with the Cultural Detective

08.30-12.00 & 13.30 –17.00

150 € SIETAR members

175 €(non-members)

- Atlantic Bridge: Best Practices in European and American Intercultural Coaching, Consulting and Training

09.00-17.00 130 €

For more details about the content of the post-congress- workshops and the facilitators please look at www.sietarcongress2004.de

The Organisation Committees of SIETAR Germany and SIETAR Europe are looking forward to welcome you in Berlin ! **SIETAR Congress 2004 Cultures in Transition Humboldt**

University Berlin

Diversity in Berlin: 2 Tours

- 3 April 2004 at 2:30 pm

- 4 April 2004 at 10:00 am

Meeting point: main entrance of University

The approximately three hour tour by foot and underground will introduce Berlin’s many different cultural facets to you.

- Scheunenviertel centre of Jewish life
- New Synagogue & Jewish grammar school
- Cafe Zosch
- Old residential buildings
- Art project ‘Hackeschen Höfe’
- Kreuzberg’ little Istanbul’
- Meeting with ‘Turkish parent society’
- Homosexual community centre
- Museum of gay culture
- Cafés in Bergmannstraße or
- Shopping in the Turkish market

Berlin Classics: 2 Tours

- 31 March 2004 at 2:30 pm

- 3 April 2004 at 10:00 am

Meeting point: main entrance of University

approx. 3 hours walking

During this tour we discover a variety of aspects: Architectural, historical, and social topics were chosen to compose an exclusive guided tour for you.

- Historical district of ‘Mitte’
- ‘Unter den Linden’ Boulevard
- Gendarmenmarkt Square
- Friedrichstraße
- ‘Brandenburger Tor’
- Parliament Building
- Newly built Governmental District

•modern constructions of ‚Potsdamer Platz‘

Our local guides are looking forward to sharing with you another perspective of Berlin. Please join! You can register in Berlin at registrations desk.

All tours are for free !

The Organisation Committees of SIETAR Germany and SIETAR Europe are looking forward to welcome you in Berlin !

Communities of
Practice

Most of you will have received a letter regarding the Communities of Practice platform and workshop. All SIETAR Europa members and congress enrollees have been invited to take part in this service, which will enable us to connect, exchange and cooperate around the year.

We suggest you have a look at the web platform for the SIETAR CoPs.

- Go to www.sietar-europa.org, click on workspace, click on SIETAR Community of Practice.

The workspace is password protected. For this event we open it as well for Non-SIETAR members who are registered at the upcoming congress. If you are a SIETAR member, you might have already your access data – user idea and password to access the workspace. If you don't, or if you have forgotten it, please send an e.mail to Christine Longe at the SIETAR Europa Office and she will send you one: office@sietar-europa.org

- Visit the rooms of the platform by clicking on them in the sidebar on the left:

Enjoy the experience and if you have a question, comment or suggestion do not hesitate to send a note to the Facilitators

George Simons (SIETAR Europa) gfsimons@diversophy.com

Michael Thiel (SIETAR Germany) thiel@cinco-systems.de

1.2 SIETAR France

Université de Printemps

15-16-17 Mai 2004



UAG-49 Rue Blanche

75009 Paris

La **diversité culturelle**, constitutive de l'humanité, est désormais au cœur des débats et des conflits, l'objet de toutes les attentions. On s'interroge sur ce qu'elle est, on se demande comment la gérer.

Or depuis toujours, les professionnels de l'Interculturel l'ont placée au centre de leur travail. Afin de mieux appréhender les enjeux de la diversité culturelle, pour contribuer à ce débat et en donnant la parole tant à de chercheurs qu'à des praticiens, **SIETAR- France** consacrera sa prochaine **Université de Printemps** au thème de la diversité culturelle.

Par nature **pluridisciplinaire**, l' Interculturel se nourrit de la richesse et de la variété de ses champs de recherche et d'application, ceux-là même qui alimenteront cette **Seconde Université de l'Interculturel en France**.

Interactive et **novatrice** sur la forme et en alternant conférences et ateliers l'Université offrira, sur le fond, deux grands axes de travail complémentaires :

- **Un axe de réflexion théorique**, avec des approches, sociologiques, psychologiques, anthropologiques, philosophique, politico-historiques et économiques
- **Un axe terrain**, faisant appel à des praticiens issus du monde de l'entreprise, de l'école, des organisations humanitaires et sociales, des média etc.

Point d'orgue annuel du travail des membres du **SIETAR-France**, l'**Université de Printemps** est ouverte à tous les professionnels et aux acteurs de la société civile qui s'intéressent au pluralisme culturel

SIETAR (Société Interculturelle pour les Echanges, l'Education et la Recherche)

1.3 SIETAR USA

5th Annual Conference:

Creating Cultural Bridges

CALL FOR PROPOSALS

November 19-21, 2004

**Indiana Memorial Union Conference Center,
Bloomington, Indiana**

SIETAR-USA (Society for Intercultural Education, Training and Research) invites you to submit proposals to present at its Fifth Annual International Conference in Bloomington, Indiana.

SIETAR-USA (www.sietarusa.org) is a non-profit, membership organization for educators, researchers and trainers from a wide range of practical and academic disciplines who share a common concern for intercultural relations.

SIETAR-USA is a part of a network of SIETAR organizations around the world.

Through a broad range of activities SIETAR-USA provides a unique opportunity to learn from and share with colleagues in the intercultural arena and advance the body of knowledge and practice in the field.

This year's conference will be held at the Indiana Memorial Union Conference Center (http://www.imu.indiana.edu/hotel_conference_center/index.html).

Situated on the beautiful Indiana University campus (<http://www.iub.edu/>), the conference center is conveniently located next to IU attractions and within walking distance to over 20 restaurants, and the downtown shopping and business area.

Bloomington, Indiana is known to many interculturalists as the home of Sivasailam Thiagarajan (Thiagi), creator of numerous simulation games and interactive training methodologies widely used in intercultural education and training (www.thiagi.com) and a host of the SIETAR-2004 Conference.

The theme of this year's conference is Creating Cultural Bridges.

Intercultural work is devoted to creating bridges between different cultures.

These bridges may help people come together in ways that enhance relationships and effectiveness in the workplace and social situations, or to accomplish mutual goals in a satisfactory manner. They may help create new understandings of cultural realities or break down old stereotypes and animosities, offering avenues to greater inter- group harmony. The work may involve identifying bridges that already exist, helping people see and use them constructively.

At other times interculturalists get busy repairing these bridges and trying to make them safe. There are moments in professional or personal life when interculturalists serve as a bridge between cultures and groups and many are very aware of how difficult this task can be.

There is art in bridging cultures. This process calls for creativity, and intuition, and unconventional vision and wisdom. There is "science" that supports the process: researching, finding answers, and creating theoretical models.

There is a learning process that calls for different forms of education not only for those who are discovering the ideas and concepts that are part of the intercultural field, but for those who are continually exploring new applications and worldviews.

As the intercultural field is growing, it also faces a need to build bridges between different parts of its own territory. SIETAR- USA welcomes educators, trainers, researchers, professionals working with refugees and immigrants, diversity specialists, relocation consultants, international student advisors, business people and anybody else who is interested in a dialogue on Creating Cultural Bridges.

This broad theme allows presenters the greatest freedom in designing sessions that consider how the intercultural field responds to the challenges that arise in today's world, both globally and locally. The Conference Committee invites proposals that address the research and the application of concepts related to the theme of Creating Cultural Bridges.

PROPOSAL GUIDELINES

The following guidelines will assist you in completing and submitting a proposal to conduct a session at the conference. Proposals for concurrent sessions must include all ten elements described below to be considered by the conference committee:

- I. Title of Presentation
- II. Presenter(s) Contact Information
- III. Session Length
- IV. Session Format
- V. Session Description
- VI. Target Audience
- VII. Presenter(s) Biography
- VIII. Brief Session/Bio Write-ups for the Program
- IX. Equipment List
- X. Room Set-up Requirements.

Please submit your proposal via email to:

Tatyana Fertelmeyster, Conference Chair

Email: Tatyanaf@corecomm.net

Copy to: mgu84@yahoo.com

Please make sure that a subject line on your message states clearly that you are sending a proposal for the SIETAR-USA Conference

If you are absolutely unable to submit your proposal via email, please mail four copies to:

Tatyana Fertelmeyster, Conference Chair

SIETAR-USA

354 Hazelwood Terrace,

Buffalo Grove, IL 60089

The deadline for priority consideration of received proposals is April 30, 2004. Final deadline is June 1, 2004. SIETAR-USA Conference Committee is a group of SIETAR members who are volunteering their efforts to organize the conference. The quality of their work in reading and choosing proposals depends upon having a sufficient amount of time. Sending your proposal in earlier rather than later will help us to make our important and highly demanding task more efficient and less stressful.

After submitting the proposal, you will receive an initial acknowledgement of receipt. Three different people will rate each proposal according to clearly established, objective criteria.

You will be notified of acceptance in time to pre-register for the conference. Notification of decisions on proposals will be sent as soon as possible.

Presenters are kindly requested to pre-register for the conference by September 1, 2004, which will allow you to take advantage of the early-bird registration and will signify your commitment to present at the conference.

Please follow the format outlined below for your proposal:

PROPOSAL FORMAT

I. TITLE OF PRESENTATION:

Choose a title that accurately reflects the content of the proposed session.

Clever or catchy titles are acceptable, but make sure that they are not misleading.

II. PRESENTER(S) INFORMATION:

Please provide the following information for every presenter. If there is more than one presenter, please start with the one who is designated as a contact person for the group. All

proposal- related communication will be between the conference committee and this one person.

- First/Given and Last/Family Name
- Primary Affiliation
- E-Mail Address
- Phone
- Fax
- Mailing Address
- SIETAR Membership (yes/no)
- Previous SIETAR presentations (what, when, where)
- How did you receive this Call for Proposals?

III. SESSION LENGTH:

Specify a 60-, 75-, or 120-minute session, regardless of session format.

IV. SESSION FORMAT:

Specify the format of your session, according to the following descriptions.

Regardless of format, interactive sessions are encouraged. **FOR ALL FORMATS, PRESENTERS ARE RESPONSIBLE FOR ALL MATERIALS INCLUDING PHOTOCOPYING OF HANDOUTS.**

a) Workshop: A workshop features a combination of presentation/lecture and interaction with the audience. It should have a well-defined structure and include handouts and visual aids. Workshops tend to require 75 and 120 minutes. Within this format a simulation or set of exercises may be conducted to teach participants how this methodologies can be used in training and education.

b) Panel: A panel presentation consists of three or more panelists offering multiple perspectives and insights on a common topic or theme. The presentation should be structured to allow time for questions. Attendees should receive session materials (e.g., outline of the session, bibliography, handouts, brief biographies of panel members, and contact information for follow up).

One of the panelists should serve as session chair and contact person with SIETAR USA. Panel presentations should be no longer than 75 minutes.

c) Facilitated Discussion: The presenter will lead participants in a discussion of a proposed topic. While this format permits considerable audience participation, the presenter should propose and follow an outline to permit as thorough and in- depth an examination of all aspects of the topic as permitted in the time allowed. Topical discussions tend to fit best into a 60 or 75-minute session.

d) Formal Paper/Research Presentation: This more formal, academic format consists of the presenter describing the results of a research project and discussing the study. Attendees can expect a question and answer period during this session. Presenters are encouraged to provide copies of their paper.

Formal presentation sessions tend to be suited for 60- minute sessions.

e) Artistic Expression/Performance: This format invites presentations other than the traditional style, which places a primary emphasis on the spoken word. Presentations in this format may rely more on music, visual arts, theatre or physical movement to deliver their messages. These sessions are best scheduled for 60 to 75 minutes.

f) Film/Video Sessions: The presentation and debriefing of a video or film/film segment should include the following: an introduction which prepares participants to see how the film increases one's knowledge of another culture, a cultural concept, or some other dimension of the intercultural experience and a debrief that will enhance their ability to convey such

knowledge to others. Please specify the length of film/video. (Please note that we are already planning a film event during the conference but these plans are still being put together).

g) Interactive Poster Sessions: Papers/projects presented within a poster session have clearly readable posters with data (and/or charts, illustrations, etc.) mounted on a poster board for the length of the session. Copies of the complete paper—or at least a summary—should be available for distribution.

Presenters should be on hand to explain/discuss the visually presented data or research findings during specially scheduled periods (listed in the program). This kind of session is ideal for someone with less experience in presenting at a conference.

V. SESSION DESCRIPTION:

Present a concise description of the presentation (maximum 600 words) following the format below:

- Session title
- Main points or key content
- The learning goals for the participants (what they can expect to learn)
- Methodologies used (e.g.: lecture 40%, exercise 30%, discussion 30%)
- Why this content is important.

VI. TARGET AUDIENCE:

Please describe who will most benefit from attending your session.

Level of experience:

- Beginner (0-1 years of experience)
- Intermediate (1-5 years of experience)
- Advanced (5+ years of experience)
- All

Areas of professional interest:

- Education
- Higher Education
- K-12
- Training
- Research
- Simulations
- Business/Corporate
- Non-profit/NGO
- Domestic Diversity
- Global Diversity
- Cultural Transitions
- Culture/Country Specific
- Peace and Conflict Resolution
- Communication/Dialogue
- Intrapersonal Dimensions
- Other (specify):
- All

VII. PRESENTER(S) BIOGRAPHY(IES):

Provide a biographical summary of 400 words or less (experience, education,

expertise in the topic being proposed) for every presenter

VIII. BRIEF SESSION/BIO WRITE-UP FOR THE PROGRAM BULLETIN:

These are the descriptions of you and your session that will appear in the program and will be the only information available to participants about you and your session ahead of time. Space limitations permit a maximum of 50 words for each bio and up to 200 words for the session.

IX. EQUIPMENT:

Please specify what equipment you will need for your presentation. The following will be provided if requested with the proposal:

- Overhead projector
- Flip chart
- TV/VCR
- Screen
- PowerPoint LCD projector (limited availability)
- Other (please, let us know NOW what you have in mind and we will tell you if it is possible)

X. ROOM SIZE and SET-UP

Please specify the following:

Number of participants for your session:

- Desired number of participants
- Maximum number of participants

Your preferred room set-up:

- Chairs in theater style
- Chairs with tables
- Other (specify):

The conference committee is looking forward to receiving your proposal in a timely fashion and enjoying your presentation and your company at the SIETAR- USA Fifth Annual International Conference in Bloomington, Indiana in November of 2004.

If you have any questions or need any clarifications, please contact Tatyana Fertelmeyster at tatyanaf@corecomm.net

1.4 SIETAR Netherlands

As a result of an agreement reached between SIETAR Europa and SIETAR Netherlands, each member of SIETAR Netherlands is automatically a member of SIETAR Netherlands.

Members who paid dues to both organizations for 2004 will receive a refund on their dues to SIETAR Europa.

2. 2. Features

- [2.1 Peach & Coconut Communicate](#)
- [2.2 Resource reviews](#)

2.1 Peach & Coconut Communicate

Peach and Coconut Communicate: A training exercise

Heather Robinson. President SIETAR USA

Seattle, WA, USA

About a decade ago I encountered the model of “Peach and Coconut” as a metaphor for differences in the way people in Germany and the US communicate. Some say the model is based on Kurt Lewin’s work in which he graphically represented public and private domains in the personal psychology in Germany and the US. The exposition of the model upon which I have based this exercise was published by Suzanne Zaninelli¹.

I developed this training exercise as a consultant working for DaimlerChrysler when those two companies came together. I have personally used this exercise in scores of workshops. The exercise has worked well on both sides of the Atlantic, and when working with bi-national teams. Its strength lies in the fact that it both communicates a useful metaphor in a light- hearted and personally engaging way, and provides the participants’ insight into how they are already successfully using communication style flexibility and provides them the option to extend that flexibility in interacting with their international partners.

Purpose and learning objectives:

- To introduce the “Peach and Coconut” model contrasting US and German communication style.
- To allow participants to consider their own preferred communication style.
- To anchor in awareness communication strategies participants use to communicate across styles.
- To expand the application of existing communication expertise to an intercultural setting.
- In a bicultural group, to introduce “playful” vocabulary for identifying differences which can be put to good effect in relieving stress in the group.
- In a bicultural group, to create style groupings that do not necessarily correspond with national grouping, thus emphasizing transcultural commonality.

Target audience

This activity can be conducted in monocultural German groups, monocultural US groups or in bi- cultural German- US groups. Optimal size is between nine and 30 participants.

Time

Forty-five minutes

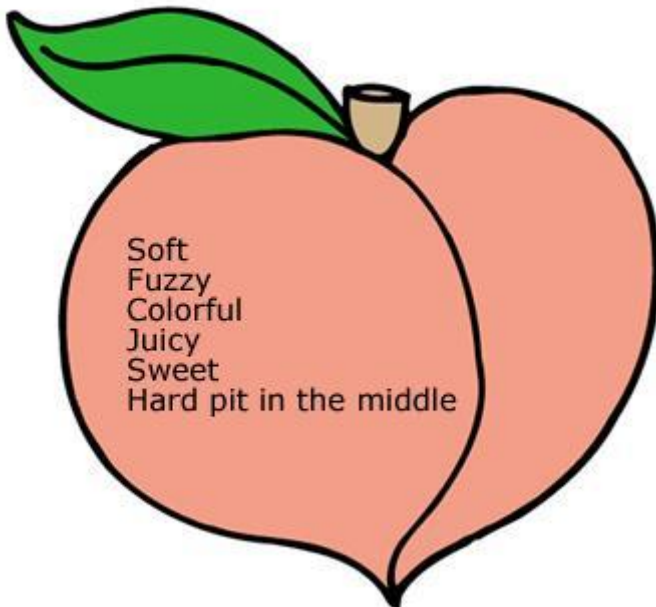
Materials

- Prepared instruction flip chart/slide (see number 6, under **Procedure**)
- Prepared model description flip charts/slides (see numbers 6 and 7, under **Debrief**)
- Blank flip chart – one per participant group
- Two flip chart markers –one per participant group

Procedure:

- Ask the participant group to describe a peach:

Common comments include:



Continue asking until comments similar to these have been made and then summarize saying, “So a peach is soft and fuzzy on the outside, colorful, sweet and juicy and has a hard pit in the middle.”

- Ask the participant group to describe a coconut:

Common comments include:



(ask about the milk, “Is it sweet?”)

If no one mentions the coconut meat, prompt them by asking what the meat is like, eliciting the responses: crunchy, chewy.

Continue asking until comments similar to these have been made and then summarize saying, “So, a coconut is hard and hairy on the outside, has crunchy, chewy meat and in the center is liquid and sweet.”

- Ask the participants to consider themselves. If they had to think of themselves as either a “peach” or a “coconut”, which would they be. “Are you soft and fuzzy on the outside, with a decided pit in the middle, or are you hard on the outside, others have to work their way in but deep down, you are liquid?”
- Ask the participants to line-up in a single continuum from the most “peach-like” person in the group, to the most “coconut-like” person in the group. If people know each other even a bit, ask them to comment and /or reorganize themselves or others based on their observations of each other. Once the jostling has quieted down, ask them if they are happy with where they are. Allow them to make any last minute adjustments.
- Come to the center of the line. Direct all on the “peach end” of the continuum to one flip chart, and the “coconuts” to the other flip chart, ensuring that the two groups are out of earshot of each other.
- Ask the groups to remain standing and as a group quickly chart their responses to the following two questions which you have prepared on a flip chart/slide:

As peaches/coconuts, we find ourselves to be:

As peaches/coconuts, our pet peeves with our opposite type are:

- Ask for a representative from the peach group to read off their responses. Typical peach responses to the first question are:

- Friendly
- Helpful
- Easy to get along with
- Efficient
- Caring
- Respectful
- Humorous
- Flexible

Typical peach responses to the second question are:

- Gruff
- Don't listen
- Easy to persuade (just make them think it is their idea)
- Insensitive
- Rigid
- Arrogant

- Ask the representative from the coconut group to read off their responses. Typical coconut responses to the first question are:

- Firm
- Consistent
- Reliable
- Self-contained
- Don't need to be coddled

Typical coconut responses to the second question are:

- Too emotional
- Talk too much
- Unreliable
- Overly sensitive
- Inefficient

Debrief:

1. Peaches do you ever work with coconuts? Coconuts do you ever work with peaches?

- Peaches how do you adjust your communication strategies to be more effective in communicating with coconuts? What active (sending) strategies do you use? What passive (receiving) strategies do you use?
- Coconuts how do you adjust your communication strategies to be more effective in communicating with peaches? What active (sending) strategies do you use? What passive (receiving) strategies do you use?
- Summarize the strategies the participants have brought up, adding any communication strategies they may have missed:

Peaches effective with coconuts:

Active

Do your homework

Present only the facts – no opinion or personal stories

Present in a logical sequence

Offer as many empirical measures as possible
State your case dispassionately
Stop talking when you have presented your case
Give them time to think before asking for a response

Passive

Don't take criticism personally

Coconuts effective with peaches:

Active

Start softly, e.g., ask them how they are, what they did on the weekend, etc.
Acknowledge them/compliment them on something you sincerely appreciate about them
Tell them who is effected by the issue and how tell them how you feel about the issue
Look at them
Smile

Passive

Let them talk

- Tell them you omitted a piece of information. Not only is this a way they can think about how they communicate, it is a model that is used to characterize the difference between general tendencies in German and US communication style, with the German communication style being like the coconut and the US like the peach.
- Display and discuss a flipchart/slide with the following information:

Coconut

- Reserved, needs time to warm up with strangers
- Private and public life are strictly separated
- Social distance determined by profession, social role and status (Sie)
- Close, very intimate sharing of experiences with friends

Peach

- Extroverted with strangers
- Open and curious
- Makes "friends" quickly
- Talks openly in public
- Private and public topics and behavior are interwoven (profession, family, free time)
- Display and discuss a flipchart/slide with the following information:

COCONUT THINKS PEACH IS:

Negative Stereotype

Superficial

Positive Stereotype

Informal

Childish	Open
Not to be taken seriously	Friendly
Uncommitted	Flexible
Slippery	Enthusiastic
Blah, blah, blah	Humorous

PEACH THINKS COCONUT IS:

<u>Negative Stereotype</u>	<u>Positive Stereotype</u>
Overly reserved	Reliable
Stiff	Clear
Pompous	Trustworthy
Harsh	Orderly
Unfriendly	Honest
Aggressive	Punctual

8. Ask how this information relates to the lists they generated about themselves and their counterparts.

- Ask how this information relates to what they have heard or thought about differences between Germans and people from the US.
- Ask how they could apply their already existing knowledge and strategies pertaining to “peach and coconut” communication differences to interacting with their international partners.
- In monocultural groups, ask what they think would happen if the same exercise were conducted with a group of their international counterparts?

Confirm that a group of their international counterparts, too, would be distributed across the full range of styles, but that overall group would tend towards the “peach” or “coconut” end of an hypothetical international continuum.

- In binational groups (where this is generally true), point out that not all of the Germans identified themselves as coconuts nor all those from the US identify themselves as peaches.

Explain that a German “peach” may have an easier affinity with US communication style, as would a US “coconut” with German communication style. Their challenge lies in their international counterparts identifying them as their opposite type, i.e., people from the US will respond to a German “peach” as they would to a US coconut and vice-versa. This “new role” can be unsettling.

-Ask the participants what this all means for their work with their international counterparts.

-Ask them for any closing questions or observations and thank the group.

=====



Heather Robinson is founder and principal consultant of Success Across Borders, a firm providing organization development and training to transnational corporations. Ms. Robinson focuses on multinational teambuilding and coaching leaders in global positions.

Her clients include DaimlerChrysler, Porsche, SIEMENS, Robert Bosch, EADS, Adobe, ThyssenKrupp and Infineon.

Ms. Robinson has authored numerous articles on international teambuilding and intercultural effectiveness which have appeared in publications such as McGraw-Hill's Training and Performance Sourcebooks and Team and Organization Development Sourcebooks as well as their Consultant's Big Book of Organization Development Tools and in Human Resource Press' Intercultural Training Guide. She has also co-authored a two-part article on German- American teamwork, "Teaming with Trouble" and Teaming with Culture", which appeared in the Society for Intercultural, Education Training and Research (SIETAR) Deutschland publication.

Ms. Robinson is frequently asked to speak at professional conferences and universities. An interview with Ms. Robinson on organization transformation appeared in the SIEMENS publication, Global Player, as well as several others in in-house publications including those for DaimlerChrysler, The Budd Company and Jenoptik.

Ms. Robinson has a Masters degree in Whole Systems Design from Antioch University where her area of concentration was Organization Systems Renewal with a focus on Strategic Planning and Systems Design. She also has a Bachelors degree in Biology from the University of California, Santa Cruz.

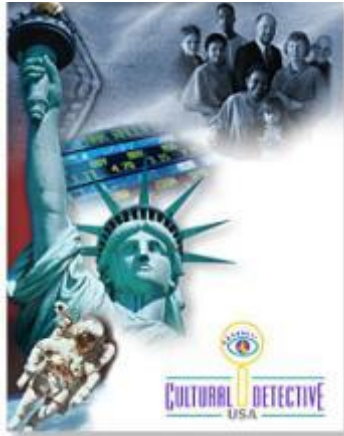
2.2 Resource reviews

- [2.2.1 Cultural Detective U.S.A.](#)
- [2.2.2 A profile of the interculturally effective person](#)
- [2.2.3 New items for review](#)

2.2.1 Cultural Detective U.S.A.

Cultural Detective: U.S.A.

A training program by Kim Dr. Eun Y. and Dr. George Simons, 2004 Nipporica Associates, Kansas City, MO. <http://www.culturaldetective.com/>



Reviewed by Nancy Caldwell

Reflecting two of the U.S. American cultural values “Speaking Up – ‘Tell it like it is’” and “Speed – ‘Time is money’” cited in Cultural Detective TM: U.S.A., I could justly sum up my reaction to this training material with one word, “Wow!”

The method lays a solid foundation to understanding major U.S. cultural values with an insightful and multi-faceted approach:

“The earth was still shaking from the 1989 Loma Prieta Earthquake when California was interviewed by NBC –TV about the collapse of the Bay Bridge.... He also expressed surprise and terrible disappointment at the severity of the damage. The governor assumed that technology should have foreseen and prevented the effects of the natural disaster...”

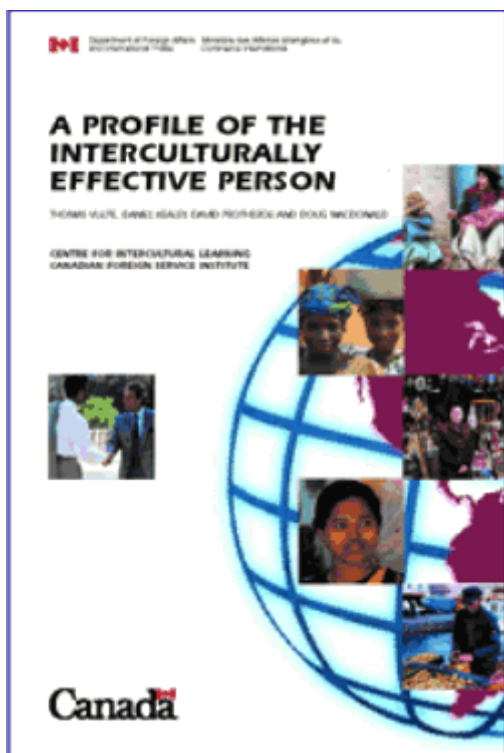
The above snippet pulled from the section illustrating Core value No. 2 “Control – ‘Take Charge’”, shows the liveliness of the tenor and content to be found in each section. Examples flow from many varied sources, from the internet to interviews.

The tone of the writing is well –measured and one gets the feeling that the words were thoughtfully chosen to carefully and thoroughly reflect the complexity of the concepts expressed. The authors didn’t take the easy way out by repeating conventional jargon, but seem to put their insight to work to flesh out their ideas. Instead of falling into the trap of describing a character that appears in a critical incident with the catch-all term, *polychronic*, the reader is told that this character’s “...preferred style of conversation is not linear. He has a multi-focused view of time...”

In addition to its practical use as a first-rate tool for training about U.S. American core values and their impact on professional life, Cultural Detective TM: U.S.A is really a joy to read.

Nancy Caldwell is a SIETAR France member whose organization, Caldwell Consulting is located in Paris.

2.2.2 A profile of the interculturally effective person



A review of

A PROFILE OF THE INTERCULTURALLY EFFECTIVE PERSON

PROFIL DE LA PERSONNE EFFICACE SUR LE PLAN INTERCULTUREL

Thomas Vulpe, Daniel Kealey, David Protheroe and Doug Macdonald
2nd Edition : 2001. Centre for Intercultural Learning/Centre d'Apprentissage Interculturel

Canadian Foreign Service Institute/Institut Canadien du Service Extérieur
<http://www.dfait-maeci.gc.ca/cfsi-icse/cil-cai/publications-en.asp>

Reviewed by

George Simons

Communications Committee

SIETAR Europa Board of Directors

This 66 page document, available in both English and French is precisely what its title says it is, a clear statement, indeed a listing of what an interculturally effective person does or avoids that makes him or her effective, successful and content when living and working in non-native settings. With such a definition, the intercultural professional has in hand a tool for selecting, training, evaluating and assisting in the ongoing development of the expatriate or impatriate. Though this tool is not brand new, it comes into our hands at a time when SIETAR is seriously challenged to define intercultural competence and assess our effectiveness as a profession. The Center for Intercultural Learning researched both the literature on intercultural competence and conducted in vivo think tank sessions to create this profile. The results are presented as nine general level competencies which are then more concretely elaborated into thirty core competences leading to behaviorally specific indicators that permit practical application. The authors provide a handy summary of these factors in the introduction to the paper before devoting a short chapter to a more thorough exposition of each major competency. Most interculturalists will immediately recognize the validity of the competencies assembled in this report. They will also recognize that it can be turned into many useful things from a simple checklist to a major curriculum. With such a comprehensive listing of competencies, one might ask what is left to do. The answer is—*everything*.

Application to specific target populations, tasks, professions and cultural environments require not only learning but true intercultural experience and expertise. This where the professionalism of the interculturalist comes into question. Awareness and intercultural learning are a useful basis, but the issue of true professionalism forces us to ask more penetrating questions: How many of these competencies do I embody? Am I in touch with the core values of my own culture as well as that of the host culture in enough depth to confidently inform and coach the person going abroad or arriving in a new environment?

Above all, having a list of such comprehensiveness presents us with the size of the challenge we face in developing standards for our profession and continuing to implement them and develop them in ourselves. It seems that with such a profile, it becomes considerably easier for us to

comprehend and face this challenge.

Thomas Vulpe, one of the chief architects of this research will be presenting at the SIETAR Europa Congress in Berlin.

2.2.3 New items for review

June Newsletter Review Opportunities

The items listed below have been sent to us and are available for review for the June 2004 Newsletter. If you are interested in being a reviewer, please send a mail to the [office](#) requesting the item you would like to see and indicating why you feel you would be a qualified reviewer for it.

Upon acceptance of your offer the item will be delivered to you for review.

Guidelines for producing your review are found on the home page of the Newsletter. Reviews must be submitted to the office 10 days before the first of the month in which the Newsletter will appear.

Unless otherwise noted, when you have submitted your review, the item you review is yours to keep. You may also publish your review elsewhere once it has appeared in the SE newsletter.



Items currently available for review include

Adkins, Gary Y., *Diversity Beyond the Numbers: Business Vitality Ethics & Identity In the 21st Century*. 2003. GDI Press

Aneas, Assumpta et al., *Competencia Global: 50 actividades de formación para lograr éxito en negocios internacionales*. 2004. Madrid: Diaz de Santos.

Diamond, Jed, *The Irritable Male Syndrome*, 2004. Rodale Press

Williams, Mark A., *The 10 Lenses: Your guide to living and working in a multicultural world*. (Paperback trade book, 248 pages)

3. 3. Members

- [3.1 Experiences](#)
- [3.2 Welcome to 5 new members](#)
- [3.3 Opportunities](#)
- [3.4 Services](#)

Your updated membership list is an important working tool

Don't forget to inform the [SE Office](#) of your updated contact information. Please include the address of your website (URL) if you would like other SIETARians to visit you there. Every 3 months, you will receive the updated membership list. In between times, the new listings will be published here. Thanks for keeping us up

3.1 Experiences

- [3.1.1 An American in Hiroshima](#)
- [3.1.2 Wim teaches strategy](#)

This section of the newsletter invites you to share with your SIETAR colleagues firsthand experiences that you have had in intercultural work or living.

3.1.1 An American in Hiroshima

An American in Hiroshima, Japan

by **Kate Berardo, SIETAR Europa Associate**

Hiroshima is one of those cities you feel like you need to go to when you come to Japan. The lessons to be told are undoubtedly difficult, but necessary for many people to hear, especially Americans.



The A-bomb dome

Arriving in Hiroshima, you get a big city feel, albeit a lush city, with many canals, no shortage of trees, and views of mountains in the distance. Our main purpose in going to Hiroshima was to contemplate the events of August 6, 1945 and its aftermath. It was our last stop in Japan after a year teaching up in Sapporo and before heading on to South Korea.

So, after dropping our bags at a local ryokan, the first thing we did was head for the Hiroshima Peace Park Museum. The museum traces in great deal the events in Hiroshima leading up to the Atomic bomb. It mentions, although not dwelling on, the destruction and devastation Japan was causing as it invaded other Asian countries in the lead-up to the bombing. And, it constantly drives home the message that nuclear weapons must be eradicated to ensure the future of mankind; it displays the making of nuclear weapons, the effects of radiation and the devastation from the Atomic bombing.

On the walls of the museum, there are letters from the Mayors of Hiroshima, from shortly after the Atomic bombing up until September 20, 2003, which are all protests to the countries with Nuclear Weapons (the big five: The US, Russia, France, UK, and China) and a call to disarm nuclear weapons. When you see two walls of these letters, delivering the same message over and over again to figureheads like Putin, Clinton, and Bush with seeming futility, you can lose heart that the flame burning in the Peace Park could ever be extinguished (it will be put out when the last nuclear weapon is destroyed).

That's not to say no hope remains, but that the hope for a better future stems more from what happens on a daily basis in Hiroshima than what you can see at the permanent exhibits of the Museum. It comes from the people who go there, and the reactions they have. And not all of these are exactly positive ones.

As we watched a short film about the plane that dropped the A- bomb, the guy next to me had a message that was meant to transcend the conversation he was having with the man next to him in his native tongue. For that he used plain and clear English:



The damage done to a tricycle ridden by a 3- year old boy who was killed by the blast.

"American motherfuckers, sons of bitches," he said. He looked in my direction to see if his words had impacted me. I continued to stare at the video screen as they returned to their native language and conversation. A year in Japan had made me forget what directness and confrontation felt like. I was indeed startled, and I kept my eye on the group he was with as they teetered around us and then passed through the exhibit with an angry energy that was markedly different from others' reactions.

As an expat, hearing comments about Americans is not uncommon—even in the polite, friendly nation of Japan. Just the day before, as we explored a small town called Kurashiki, a woman told us, "Bush is crazy!" after learning our origin. Being abroad through the war with Iraq had provided countless interesting and honest hours of conversations with my Japanese friends. But the anger and hostility that transcended these five words of these strangers seemed directed at me and was indeed new and uncomfortable.

About half an hour later, we experienced a different reaction to the exhibit. As I was engrossed in an explanation of the effects of radiation, my travelling companion pointed out to me that there were a number of secret service agents that had gathered on the floor and were wandering around. A few minutes later, when I looked up from the exhibit I was digesting, I saw that Jon was right. Not only were there a good deal of secret service, there was also a group of reporters and photographers who had congregated.

A few minutes later, Howard Baker, Jr. the US Ambassador to Japan, came through the museum with a mixed entourage of Japanese and Americans, including the translator who explained the exhibits they passed. He came and went, and so did the sense of excitement and wonder that went with him. As we left the museum, a number of photographers were taking pictures of the guestbook that he had signed. We peeked over their shoulders to see his message, and were then called on to read his barely legible English. "With *something* sympathy and sorrow," he had signed it. We couldn't make out the second word for the reporters, but they were happy to have the other four words and knew their importance coming from an American figurehead. It occurred to me a few minutes later that the second word was probably *utmost*, but by then it was too late. The reporters had moved on.



Howard Baker, US Ambassador to Japan, visiting the Museum

His visit was reassuring that not all Americans were looked on as sons-of- *something-or-rather*, and it left me with a greater sense of hope than the angry visitors had done.

Still, as youth often have the power to do, it was not Baker, but a group of American students who we passed a few minutes later that instilled the greatest sense of hope. At that point, we had left the museum and were facing the Centograph, which pays tribute to the individuals who died in the Hiroshima bombing.

A group of about fifteen students came up, probably no more than 14 years old, led by a single teacher who could conjure up the image of everyone's favorite teacher as he taught them subtly, effectively and interactively. He pointed to a wreath, which had been placed by the ambassador at the front of Centograph and that bore his name at its center, and asked the students if they knew who he was. After determining he was, in fact, not a bread maker as suggested by a creative, attention- seeking boy based on his last name *Baker*, the students collectively determined his position and grasped the importance of his visit.



The Centograph framing the A-bomb dome

I was privileged to have seen and experienced a lot as a young child, most of which I believe led to my passion and concern for intercultural issues. Still, I never experienced something like Hiroshima. The fact that these kids did experience this difficult reality of America's past, at such a young and open age, and could grasp the larger meaning—that is hope.

Last we visited the new Peace Memorial Hall, which is an interesting reflection on how modern day technology can aid in reflection and growth. The hall, which contains some thirty plus computers and a number of large screens, allows people to search an extensive database of photos and information about people who perished in the Hiroshima bombing. It also contains annotations and documentaries of survivors who lived to tell the horrific story of their past, all adapted to the needs of each visitor. Simply insert your brochure in the slot to the left of the screen, and the computer matches the language to that of your brochure.



Our shadows in front of the Peace Memorial Hall

It was late afternoon at that point, so we went on to sit across the river from the A- city to our traditional ryokan and the old couple who run it. We entered our tatami room to find the couple had put two bananas and some fresh green tea in our room.

Hiroshima represents the last stop of my year-long journey in Japan. It seems an appropriate last stop, highlighting the complex relationship between my home and host countries, making a few last important reminders of our cultural differences, and leaving me with a lot to reflect on about a future that transcends my own and that awaits our shaping.

*Kate Berardo is a Northwestern educated intercultural specialist who helps people from different cultures, backgrounds, and schools of thought understand each other and work effectively together. She is the co-author of **Putting Diversity to Work** with colleagues George Simons and Simma Lieberman, the Executive Planet Guide to Doing Business with the US, and the founder of www.culturocity.com, a new web portal dedicated to building intercultural awareness in daily life.*

© Culturocity.com 2003, 2004.

3.1.2 Education Prize for SIETAR NL member Wim Swaan

Wim Swaan, member of the board of SIETAR Netherlands 2003-2004, was awarded with the Senior Education Prize 2003 for Excellence in Education by his employer, The Faculty of Economics and Business of University Maastricht (UM). The faculty is very international. Of a total of close to 4000 students, ca. 40% are from abroad, while another 10% are exchange students. The report of the jury mentions wide support for the nomination, among other things for his endeavours towards improving the multicultural classroom at UM, and his innovative ways of teaching in general.

Wim Swaan can be reached at w.swaan@os.unimaas.nl

(This announcement replaces an earlier announcement that actually had been not aimed at the SIETAR newsletter)



3.2 Welcome to 5 new members

Here are the new members of SIETAR Europa since the last issue of the SIETAR Europa Directory. To avoid unauthorized use of email addresses, they will appear only in the next edition of the directory. Should you want to contact one of the new members before the new directory appears, please email the [office](#):

Dr Melissa Butcher is a post-doctoral research fellow at the Research Institute for Asia and the Pacific, University of Sydney. She is currently researching intercultural interactions among Australian expatriates living and working in Asia. Melissa's research

interests include globalisation, migration, cultural change, intercultural education, media, youth and popular culture. Her recent studies of 'Transnational Television, Cultural Identity and Change in India', and 'INGENIUS: Emerging Youth Cultures in Urban Australia' (co-edited) were published in 2003. Melissa is also an intercultural consultant in Sydney, assisting transnational corporations and aid workers operating in Asia, and community and government organisations in Australia working with culturally diverse clients. In joining SIETAR Melissa hopes to connect with intercultural training and research trends in Europe as well as engaging in dialogue with other trainers. She also hopes to one day see a branch of SIETAR in this part of the world!

Witterberg Marianne from Sweden

Ole Kristian Setnes from Norway

Outi Stauffer from Luxembourg

Maria Chiara Spotti from Italy

3.3 Opportunities

- [3.3.1 Bilingual career coaches](#)
- [3.3.2 Teaching in China](#)
- [3.3.3 Patricia Van der Werf](#)
- [3.3.4 Halina Zneder](#)

Listed here are several opportunities for work, jobs, housing, etc. See the [SIETAR Europa Documentation Centre](#) for a more exhaustive listing.

3.3.1 Bilingual career coaches

I am looking for bilingual career coaches who have experience of working with expats based in The Netherlands, Belgium, France, Germany and Switzerland. Would your organisation have details of such people?

Thank you
Helen Root

helen.root@sirvarelocation.co.uk

SIRVA Relocation

www.sirvarelocation.co.uk

00 44 (0)20 8408 4246

3.3.2 Teaching in China

International Partnerships in Education, LLC (ipie.us) is pleased to offer US educators (active and retired) the unique opportunity to spend 3 weeks this summer (2004) in China enhancing the conversational English skills of Chinese high school students.

Our program consists of a 16-day teaching program followed by a private 3-day cultural tour of Beijing.

As part of this cultural experience participants will receive:

- * Personal fulfillment teaching Chinese high school students
- * International friendships that will last a lifetime
- * Round-trip air transportation (USA-China)
- * Air transportation within China (Guangzhou-Beijing)
- * Lodging in Guangzhou, China (18 nights, 4-Star Hotel or better)
- * Lodging in Beijing, China (3 nights, 3-Star Hotel or better)
- * Tour of Guangzhou, China (1-day)
- * Tour of Beijing, China (3-days)
- * All meals (breakfast, lunch, and dinner)
- * Ground transportation
- * Orientation
- * Tour Guide
- * Program support

In return, participants will utilize their teaching skills and experience to prepare 12 lesson plans and teach conversational English to Chinese high school students over a 16-day period.

Program Cost: \$1,398.00 from Philadelphia \$1,198.00 from Los Angeles

Applications Due: March 31, 2004

Further information is available on the ipie.us website at

<http://www.ipie.us> or email, info@ipie.us

Please disseminate this information to all interested educators.

John McBride

President

International Partnerships in Education, LLC

3.3.3 Patricia Van der Werf

As part of my study, the Masterprogramme in Intercultural Communication and European studies at the Fachhochschule Fulda in Germany, I'm currently looking for an interesting company in order to apply for an internship. During my research on the Internet I found the SIETAR web-site and I was wondering if SIETAR offers students the opportunity to start a career in the field of intercultural communication and training. I believe I could be an interesting trainee for your organisation and I hope you could help me realising my dream of becoming an intercultural trainer in a world where borders disappear and where communicating with the "world" becomes more important every day!

I am a hard-working, extremely active and motivated student and visibly committed to my education. I finished my BA study in the Netherlands with an internship at Hotel Dolce Frégate in

France and by preparing a French thesis on customer-service. After finishing my study in Leisure Management I studied Spanish in Spain and passed the DELE exam at the Universidad de Granada with excellent grades. In February of this year I applied at Nord Event GmbH in Lübeck (Germany) where I was given the job of project and event coordinator. In October I started the MA (Intercultural Communication and European Studies) programme, which I hope to finish in 2005 by receiving my Master of Arts.

I am a loyal, diligent, honest, considerate, and supportive individual who has the ability to see and understand things from another person's perspectives. Some of my strong points are my ability to communicate, flexibility, a high level of commitment and goal achievement. I am able to adjust well to different situations, which I believe is evident judging my study and working experiences in such varied environments as Australia, France, Spain and Germany. I truly believe that I could be an interesting trainee and that's why I hope you could be the helping hand I need. I'm looking for an internship in the field of intercultural communication & training for about 12 weeks (August-October 2004) and I would love to do this at one of the SIETAR offices in a Spanish or French speaking country, but I'm open for every interesting offer.

If you would like to discuss this any further, please feel free to contact me at + 49179 9077128 or by e-mail patriciawerf@hotmail.com.

Sincerely yours,

Patricia van der Werf

3.3.4 Halina Zneder

I express my interest in obtaining an internship position with the SIETAR Europa. Currently I am in the first semester of a Postgraduate program at the University of Applied Sciences in Fulda, Germany. I plan to obtain a Master of Arts degree in Intercultural Communication and European Union Studies in May 2005.

For the past eight years I have studied and worked in Poland, Germany, United Kingdom and the United States. During that time I was able to gain personal and academic experience of Western cultures. My interest in the SIETAR Europa is based on a desire to learn more about intercultural communication in the business environment and how intercultural communication is promoted across political arena. Furthermore, I am highly interested in gaining hands-on experience in consulting and advising individuals on cultural issues.

Although my French language skills are limited, I speak fluent Polish, English, German and I intensively study Spanish.

Due to my semester schedule, I am available for the internship between July 15 and November 15, 2004.

Please be so kind and let me know if you at all offer internship possibilities.

I will send you my CV on request.

Best Wishes,

Halina Zneder

ZenderH@aol.com

3.4 Services

▪ [3.4.1 Membership renewal](#)

▪ [3.4.2 Doc Centre](#)

This section is reserved for member services and resources that are made available to SIETAR members and other interested interculturalist.

3.4.1 Membership renewal

A letter from Christine Longé SIETAR Europa Office Secretary

Dear Members and interested readers,

If you have already renewed your [SIETAR membership](#), thank you. If you have not, please do so as soon as you can.

- If you are a direct member of SIETAR Europa or an Associate, please go to the sietar-europa.org site [membership page](#) and renew your membership online. You will find full instructions there for sending us your form by email, mail or fax.
- If you are a member of a local SIETAR, your membership may be on a different timetable, so look carefully at your local site. You may in some cases renew directly on your [local site](#) or, if not, by contacting your local group for timetable and enrollment procedures. It is not necessary to send your renewal form to SIETAR EUROPA Office. Please send it to your local group!

If you are unclear about your choices, please [contact me](#) by [Email](#) or phone.

Best regards,
Christine Longé, Secretary

3.4.2 Doc Centre

Visit the SE Online Documentation Centre

In addition to the semi-monthly Newsletter, SIETER Europa provides you with a vast collection of resources in the [SIETAR Europa Documentation Centre](#). Here we are constantly updating:

- **Online and published resources** of all kinds. We are constantly adding to the lists, links, and bibliographies all new information we receive that can be useful to research, training and practice.
- **Congresses, conferences and other intercultural events.** This includes calls for papers and participation in professional gatherings as well as workshops, seminars and training programs offered by SIETAR members and others.

- **Opportunities for jobs, internships, collaborations, etc.** Here you can post both requests for assistance or offer your own opportunities to others. While there are some current postings in the newsletter editions, the Doc Centre will have regular updates of offerings and opportunities.

4. 4. Activities

- [4.1 Conference: Discourse & cultural transformation](#)
- [4.2 4th International CMS Conference](#)
- [4.3 ICPW Intercultural Professional Workshops](#)
- [4.4 Seminaire Enjeux Elargissement de l'UE](#)
- [4.5 Intercultural competence the key to success](#)
- [4.6 Winter session 2004 of Ingo](#)
- [4.7 Intuitive Leadership" Fostering Creativity in Globalising Organisations](#)
- [4.8 18th IPMA World Congress on Project Management](#)
- [4.9 The Intercultural Management Institute](#)
- [4.10 Mistaken Identity](#)
- [4.11 Japan Intercultural Institute](#)

This area lists projects and activities, e.g., research, discussions, presentations, trainings, etc., being conducted by SIETAR members or to which SIETAR members have been invited.

Also, be sure to check the SE Documentation Centre [Events Calendar](#) regularly for a current list of cultural events and opportunities worldwide.

4.1 Conference: Discourse & cultural transformation

International Conference on

Discourse and Cultural Transformation

9-13 October 2004, Zhejiang University, Hangzhou, China

Call for Papers

Cultural imperialism is one of the most fundamental and pressing problems in contemporary ordinary and disciplinary life. To initiate an international forum on *how discourse research can promote cultural co-existence and harmony*, we will host an international conference at Zhejiang University (Hangzhou, China) between 9th and 13th of October, 2004. We hope to bring together scholars in language and communication, cultural studies, literary criticism, anthropology, education, sociology, psychology and other social disciplines and from a diversity of cultural backgrounds. In this forum, we shall take up philosophical, theoretical, methodological and empirical perspectives on discourse studies with a view to undermining discourses of cultural repression and advocating new discourses of cultural cohesion.

Topics include:

- The relationship between discourse and culture
- Cross-fertilisation between cultural studies and discourse studies
- Postcolonialism, diaspora and discourse theory
- Cultural imperialism in language/communication/discourse scholarship
- The international position of non-western scholarship in language/communication/discourse
- The study of non-western discourses
- Intercultural communication and critical pedagogy
- Discourse studies in China

Please submit a full A4 page abstract, indicating:
intellectual backgrounds
the central topic and thesis
analytical material

The selection process will match these contents against the proposed themes of the conference.

All abstracts should be received by **31 March 2004**. You will receive notification of the acceptance of your proposal by **30 April 2004**.

We seek to publish a selection of the papers with an international publisher.

For further information, see:

<http://www.cfl.zju.edu.cn/wyxyzy/conference/discourseconference.htm>

Zhejiang University
School of International Studies
Zijingang Campus
310058
Hangzhou, Zhejiang, CHINA
Tel:(0086) 571 88206252 88206044
Fax:(0086) 571 88206179
Email:shixuk@yahoo.co.uk; discoursesociety@yahoo.com.cn

4.2 4th International CMS Conference

4–6 July 2005
Cambridge University
Judge Institute of Management

Process and Challenges

Stream Title: FLEXIBILITY

Stream Description:

Contemporary accounts depict the future of work as flexible, mobile, temporary and mediated by technology. According to some accounts, propagated by many management gurus/consultants and promulgated in parts of the media, organisations will have to become more and more ‘flexible’ in order to survive in an increasingly global, transient and competitive market place: numerical and functional flexibility

decrease cost and result in a better match of skills and tasks; structural flexibility allows for quick adaptation to environmental changes; operational flexibility facilitates quick responses to changes in demand and supply. Such overall organisational flexibility is to be matched on the individual level, where individual employees are conceptualised as either being part of a transient workforce to be drawn on or discarded as required by circumstances and the logic of efficiency, or as autonomous entrepreneurs in charge of their own (career) destiny, who trade their skill and expertise in flexible labour markets.

Within these accounts organizations are seen as flexible networks, virtually dispersed in time and space, so that work (and life) activity can be conducted with anybody, at anytime and from anywhere. Organisational agents are conceptualised as fluctuating between discontinuous states of being, 'structures' and contexts, and as able to make multiple fresh starts, notwithstanding material, social and economic circumstance. Of course, such accounts have been challenged, and been shown as problematic. Beck (2000) for example investigates the redistribution of risk away from the state and the economy towards the individual. Sennett (1998) describes the disappearance of character in and through the expressants of flexible capitalism, i.e. teamworking and 'network' structures; this he sees concomitant with flexibility's inability to give guidance for the conduct of ordinary life. Giddens (1991), perhaps more optimistically, sees individuals cast into freedom from tradition - an ontological position that requires them to become authors of their own lives by keeping a particular narrative of identity going.

Contributors to the stream are invited to critically engage with the ontological/epistemological assumptions of (discourses of) flexibility; the consequences, opportunities and fallacies inherent in such flexible organization of work and lives. We would like to hear accounts about those agents who fluctuate between apparently increasingly permeable boundaries such as immigrant workers/refugees; displaced/resident working people, housewives/househusbands; foreclosed/included employees; evolving/struggling managers; budding/bankrupt entrepreneurs; people whose skills are becoming obsolete/flourishing – as well as those caught in liminal positions between such categories.

Contributions based on interpretive epistemologies are particularly welcome, because of their ability to explore the construction of experience and the attribution of meaning to flexible work and flexible lives. Such contributions might consider 'flexibility' to be socially constructed and therefore to be more adequately described and explored as a process of 'becoming'. Here, we wonder if experience itself has become subject to fragmentation and disruption, or whether in the flux of experience underlying and stable convictions have held steady. Viewing flexibility as 'lived experience', such contributions might explore the processes of how and why 'flexibility' has taken such a commanding hold in the vocabulary and practice of management and organisation studies. Such contributions might explore and comment on the consequences of 'flexibility' for the emotional and cognitive dispositions of (organisational) agents, at different levels and in different roles, as well as those of significant social others.

Translating such issues into potential thematic contributions to the stream, papers might explore:

- The genealogy of the flexibility debate
- The historical/political context of (discourses of) flexibility

- Silenced and contested voices
- The underlying (and muted) meta-theoretical assumptions of discourses of flexibility
- The language/rhetoric of flexibility
- Flexible careers –flexible lives: consequences, costs, opportunities
- The ethics of flexibility
- Family-friendly, flexible and non-standard working arrangements
- Contractual relations, employment conditions and emergent pattern of employee representation
- Changing forms: The (new) flexible firm; the network organisation
- Spatial and temporal flexibility
- Managing and controlling flexible work (both paid and unpaid)

The convenors welcome empirical and/or theoretical papers, which engage critically with the topic of flexibility. Our definition of ‘critical’ is inclusive of various theoretical approaches/schools of thinking (e.g. Marxism; feminism; postmodernism); of various ontologies or theoretical positions (e.g. social constructionism; critical humanism) and of a variety of disciplines.

Potential contributors are encouraged to contact us; in particular to discuss possible contributions and ideas which are not listed above. We intend to be flexible!

Process:

Each presentation will take 20 minutes. Contributors are invited to present their main ideas briefly and concisely in 10 minutes to allow for 10 minutes questions per paper (in total per session: 80 minutes). We will be actively discouraging the reiteration of the contents of a full paper, to enable the final 10 minutes of each session to be used for reflection and conversation about issues and themes which straddle the content of the individual contributions. We believe that this use of time will enable more creative and critical thinking amongst the stream participants.

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- Beck, U. (2000) *The brave new world of work*. Cambridge: Polity Press.
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 Sennett, R. (1998) *The corrosion of character: The personal consequences of work in the new capitalism*. London: W. W. Norton & Company.

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Timeline:

Abstracts to Convenor (e-mail) 1 October 2004

Decisions on acceptance/rejection communicated 1 December 2004

Full papers to Convenor (e-mail) 1 April 2005

Abstracts should fit the following requirements:

- Submissions in Word
- Arial Font
- Maximum Length 1000 words
- Including Title

[Authors \(affiliation, contact details\)](#)

[Body of Text](#)

[References](#)

4.3 ICPW Intercultural Professional Workshops

GREETINGS from cool but clear London and the ICPW team.

Our first series of three workshops in London in July '03 were very well attended and we think and hope enjoyed by everybody.

Participants came from European, Chinese, US and African backgrounds; the large number of people who attended and their varied cultural and professional backgrounds contributed significantly to an atmosphere of shared learning and enjoyment. Many of the participants found new colleagues, formed new connections and one or two at least are already working together.

It was clear from the feedback and new requests we are receiving that there is a wish

for more workshops of this kind. We are really excited about this as it supports our belief in peer training and mutual support to help 'BUILD THE PIE'

Several people have come forward, some from the workshops, to work with us at icpw and you will no doubt hear from them soon as well.

With this in mind, we are now planning the NEXT SERIES OF WORKSHOPS; which will take place from JUNE 07 – 13 2004, at the UNIVERSITY of HEIDELBERG, Germany.

Series A are dedicated 'Train the Trainer' workshops for professionals

Series B are designed as reflective workshops for professionals of minimum 5 years experience

We invite you to visit our RECENTLY RE-DESIGNED WEBSITE which gives more detail about these workshops as well as current plans and developments.

The address is icpw.co.uk

We are COMMITTED TO WORKING TOGETHER IN PARTNERSHIP and cooperation with all interculturalists and welcome your ideas on the content and focus which you feel would be interesting and valuable in future workshops and other activities.

We are gradually beginning to think about a European wide membership committed to the development of intercultural excellence and again welcome your thoughts on this.

We look forward to your visit to our site and to hearing from you. And of course we hope that we may meet on a future ICPW workshop.

With warm regard

Phil O'Connor

Peter Petzal

Jeremy Solomons

4.4 Seminaire Enjeux Elargissement de l'UE

Madame, Monsieur,

Nous sommes étudiants à l'IUP de Sceaux (92), entité de l'université Paris XI, en maîtrise Commerce International et dans le cadre de notre formation, nous organisons un séminaire au mois de mars.

Ce séminaire portera sur l'adhésion des 10 nouveaux pays dans l'Union Européenne en mai prochain. Il comportera une dizaine de conférences réparties sur 5 demies journées, du 09 mars au 12 mars 2004, et traitera des enjeux de l'intégration de ces 10 pays.

Afin que ce cycle de conférences soit intéressant et enrichissant, nous recherchons à la fois des intervenants, qui soient des professionnels pouvant nous faire part de leurs expériences avec ces pays (en effet nous avons déjà des intervenants d'ambassades et de la commission européenne), ainsi que des personnes qui souhaiteraient assister à ces conférences.

Vous aurez l'opportunité de rencontrer d'autres entreprises, spécialisées dans les échanges avec ces pays, ainsi que des étudiants, aussi bien en maîtrise qu'en fin de cycle.

Ce évènement est sponsorisé par centreurope.org.

Pour plus de précisions, le site internet de cette manifestation :

<http://monsie.wanadoo.fr/seminaireurope>

Ci-dessous l'affiche de cet évènement.

Un événement sponsorisé par centreurope.org

Séminaire sur l'élargissement de l'Union Européenne en Mai 2004

Du 9 au 12 mars 2004

Programme

Les étudiants en Maîtrise de l'IUP de Sceaux vous proposent d'assister à un séminaire portant sur les enjeux de l'entrée de 10 nouveaux pays dans l'Union Européenne.

Lors des différentes présentations qui auront lieu à l'IUP, les conférenciers interviendront sur des sujets économiques, sur les opportunités mais aussi les risques de cet événement pour l'Union Européenne.

Les interventions seront assurées par des conférenciers de la commission Européenne, des membres des ambassades, du directeur de "Centreurope", une société spécialisée dans les échanges commerciaux avec l'Europe de l'Est ainsi que des professionnels.

Plus d'informations sur : <http://monsite.wanadoo.fr/seminaireurope>

IUP de Sceaux



Commerce et Vente

8, avenue Cauchy
92330 Sceaux
tél. : 01 40 91 24 58

www.iut-sceaux.u-psud.fr

4.5 Intercultural competence the key to success

A Project Developed by Sabine Wagner

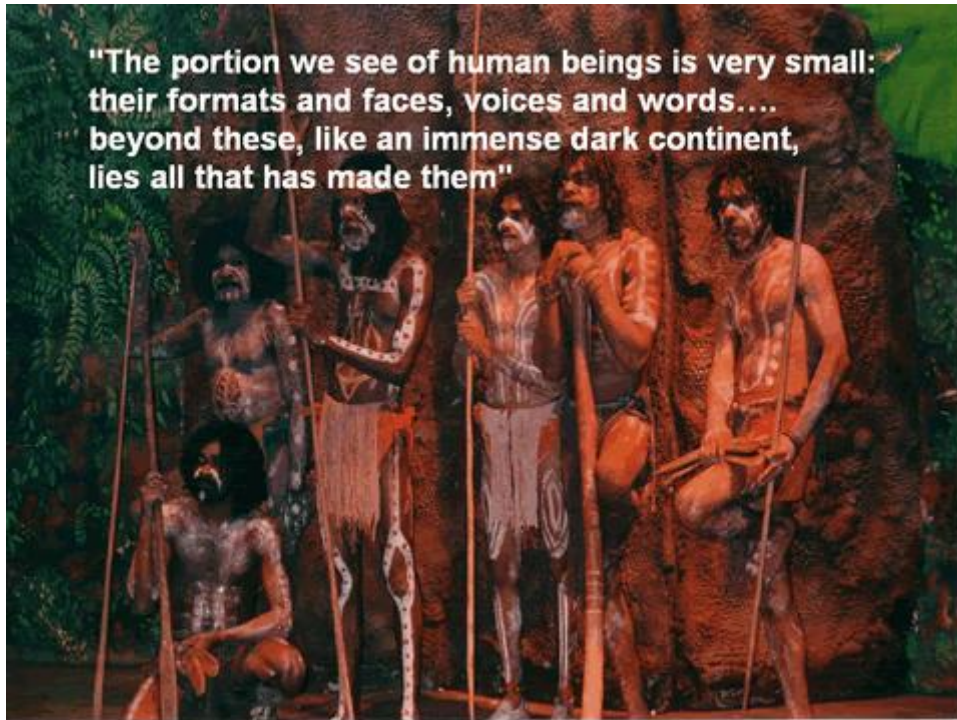
With the rising consciousness of the impact of globalization, more and more organizations are beginning to value the importance of **intercultural competence**.



Research has shown that **intercultural knowledge** is one of the most important contributions to an organization's future success. What's more, an understanding of cultural differences is critical for anyone with career aspirations of managing in this new interdependent, multitasking, multinational and multicultural world.

We offer individual workshops to raise your intercultural awareness!

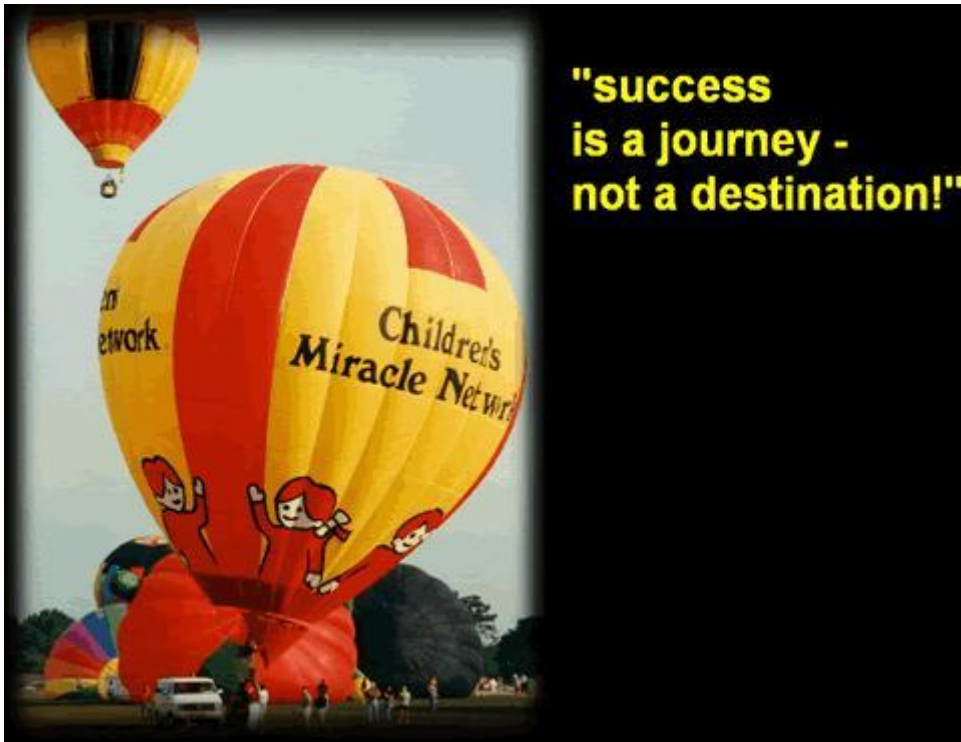
Take advantage of our know-how from 15 years living & working in other cultures. You will gain energy, flexibility, resilience, self assurance, openness, tolerance of ambiguity and fun.



What exactly is Intercultural training?

In the global environment, leaders may not be aware of the effectiveness of their usual behaviours or actions. In the face of new global organizational challenges, they may not know what to continue doing and what to change. Added to this challenge is the fact that we sometimes assume that we need to step off a plane and physically interact across cultures in order to be globally effective. Cross-cultural effectiveness, even on a remote basis, is crucial. Particularly within an international organization, leaders need to develop excellent interpersonal cross-cultural skills.

We created a screensaver. We know, with our thought provoking reflections, that you will have a lot of fun. Keep your eyes and ears open for different ways of doing things. Be willing to accept other attitudes! We would like to invite you to join our journey to raise intercultural competence step by step:



You can expect the benefits thinking about:

- What am I doing well in facing this global environment?
- Where do I need to improve my intercultural competence?
- What are others' views of me as an interculturalist?
- How does my behaviour impact others within a cross- cultural environment?

You will achieve many new personal skills. You will also implement economical advantages and enable you to launch a new image for the whole company.



Enjoy the images and ideas and don't hesitate to get in touch!
We will be pleased to hear your response!
AND we will be excited to meet up and discuss your personal requirements.

To download the whole project: <http://www.communicationislife.de/en/download.php>

Yours,

Sabine Wagner



4.6 Winter session 2004 of Ingo

Winter session 2004 of Independent Non-Governmental Organizations (INGOs) enjoying participatory status with the Council of Europe

Report made by SIETAR France member Claudine APPEL ([appel @ noos.fr](mailto:appel@noos.fr)) who represents SIETAR at the CofE.

Date January 29, 2004

Place: Strasbourg

Liaison Committee of Non-Governmental Organisations enjoying participatory status with the Council of Europe.

Education and Culture Committee

1. Opening of the meeting and adoption of the agenda

M. Alain MOUCHOUX opens the conference.

2. Participatory status

Independent non-governmental organisations are a vital component of European society, guaranteeing freedom of expression and association both of which are fundamental to democracy. Recognising their influence, the Council of Europe provides international NGOs with the opportunity to acquire participatory status. January 27th 2004, has been marked by the transition from the consultative status to the participatory status.

Ninety NGOs which hold now participatory status with the Council of Europe have come together in this grouping, which exists to facilitate NGO participation in all the Council's bodies which deal with issues relating to education and culture in Europe. The grouping has adopted a working method in 2002 involving ad hoc committees corresponding to current Council projects. These committees liaise with all the grouping's NGOs. There are currently four such committees, covering Formal and informal education, Education and Media, education in the Universities, Education for dialogue (intercultural dialogue) , and education and disability.

A regular link with the education departments makes close co- operation possible between the NGOs, which contribute their expertise, and the Council.

Education issues are so complex that this grouping has links with other NGO groupings and other Council of Europe directorates (human rights, social cohesion, North-South, civil society in the new Europe).

NGOs participate at several levels: project groups, major conferences, seminars, texts and reports, contributing both the experience they have gained in the field and their ideas.

3. Working Group activities: timetable and finalisation

- Disability: final declaration: Bruno SANDKUHLER
- General declaration on education: Edouard JAGODNIK
- Formal and informal education: Anne-Marie FRANCHI
- Education for dialogue: Frédéric DURET

All those ad hoc committees are preparing final texts for the next meeting in April. They have been encountering difficulties to gather texts from participants. The method adopted nevertheless was quite simple: Propositions and questions. Then: wait for reactions or the ad hoc committee members.

Frédéric DURET mentions that there are many texts , especially in organisations related with young ness on the topic “intercultural dialogue” but they are often not applied. The intercultural dialogue committee asked in 2002 “what is Intercultural Dialogue for you in your organisation?” The SIETAR relayed this question in April 2002 and obtained : one answer. On the total Frédéric Duret got 4 answers. He will quit this committee because of new commitments and he will be relayed by Bastian Kuentzle form the CISV OING (Children’s International Summer Villages”.

4. Activities and discussion topics to be launched : 2005 European Year of Citizenship through Education

Mrs Olafsdottir, responsible at the Council of Europe, of Education in Europe is organising year 2005 as the European Year of Citizenship through Education . She mentions that it has been difficult to be supported by the Council of Europe because

the priority is more Human Rights. Besides, except the UNESCO, the Council of Europe is the only organisation which has been working on citizenship topic. It is important to say that Education is largely influencing the learning of citizenship. This year will be launched at Sophia end of 2004.

OING often ask "What do you want us to do?" Mrs Olafsdottir prefers that OING offer initiatives. She also suggests that a new grouping is created on this topic. The Council of Europe has already made an investigation on Education about Citizenship in many European schools. This could be a tool bas for work.

She emphasises also on the fact that Education about Citizenship concerns not only schools but many domains of life.

For more information:

<http://www.coe.int/T/E/NGO/public/>

4.7 Intuitive Leadership" Fostering Creativity in Globalising Organisations

Saturday, 27 March 2004

Delft, the Netherlands

A peer learning and networking workshop for coaches, consultants and trainers, who are working with current and future leaders around the world.

The workshop will be hosted by Unique Sources, in association with Jeremy Solomons and Associates, and co-facilitated by:

Monika de Waal, who is an international organisational development (OD)consultant and specialist in Change Processes and 'out of the box-thinking', based in the Netherlands.

Jeremy Solomons, who is a UK-born business coach and trainer, specialising in Global Leadership and International Management. He is based in the USA.

Purpose

Global business leaders are very often forced to focus on targets and results, in order to add shareholder value. Headaches occur when processes and people 'disturb' the flow of this concentration.

But what if they allow themselves to explore what their intuition tells them to do instead? Can they let go of results- oriented, time-restricted thinking and action to follow an uncertain path? Can they harness their and others' creativity to build a truly innovative organisation that will still achieve good results because of its people and not in spite of them?

This workshop will explore ways that external coaches, consultants and trainers can work with these leaders to help them trust their intuition, bring out their creativity and achieve more holistic success.

The event is also an opportunity to meet, share and discuss with your colleagues the concepts, tools and expertise available in this cutting-edge area of global OD.

Objectives

The objectives of this workshop are to help participants:

1. Understand the challenges that global leaders will face in the future and learn the competencies that they will need to be successful, based on recent research
2. Learn how to use management drives and styles to help leaders be more effective in future, particularly in relation to gender dynamics

3. Explore tools of creativity and intuitive leadership to be able to use them in their own practice as a coach, consultant or trainer
4. Share best practices and learn from and network with their peers

Target Participants

This workshop is for experienced English-speaking practitioners, who have been working within the global OD field for at least five years

Agenda

Saturday, March 27

- 08.30 Informal welcome, coffee and tea
- 09.00 Welcome and introductions
- 09.30 Global leadership: challenges and competencies
- 10.30 Break
- 10.50 Management drives and leadership styles
- 12.30 Lunch
- 14.00 Intuition and creativity tools
- 15.15 Break
- 15.30 Building the truly innovative organisation
- 17.00 Conclusion
- 18.30 Optional dinner with participants

Facilitators

Monika de Waal is Managing Director of Unique Sources, a consultancy based in the Netherlands and specialized in change management, conflict resolution, and organisational development. Its focus is on creating opportunities for dialogue in complex organizations undergoing change. She works both in the corporate sector as well as with local and national governments where programs have included leadership, business ethics, teambuilding, intercultural negotiation and conflict management. Her style is characterized by changing paradigms and showing other dimensions in thinking. Out of the box thinking comes naturally to Monika. Jeremy Solomons is the UK-born founder/president of Jeremy Solomons & Associates. He provides customized coaching, facilitation and training Global Leadership, Intercultural Communication and Multicultural Teambuilding to current and future leaders around the world from his base in Austin, Texas, USA. He co-wrote a chapter in a June 2000 book - Coaching for Leadership - and contributed to a new Accenture book on the Global Leader of the Future. Both works are based on a year-long study - Global Leadership: The Next Generation - that he co-researched and co-wrote for Keilty, Goldsmith. In the past, Jeremy worked as a full-time Banker, Educator and Journalist in six multinational institutions, including Reuters News Agency, and the World Bank. He has lived, studied and worked for extended periods in eight countries.

Location

Conference room of Unique Sources, Trompetstraat 40-44. 2611 KN Delft, the Netherlands. Details will be provided on registration.

Registration

The fee per participant is Euro 390. Accommodation and optional dinner on Saturday

will be at participants' own expense. For information on hotel accommodation, check out www.uniquesources.nl. Register with Monika de Waal at monika@uniquesources.nl or phone her at 31-15-2158282 by March 5. A bridge touches both ends.

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4.8 18th IPMA World Congress on Project Management

19- 20. June 2004. Budapest



An invitation from Klára Falk-Bánó, Vice President, SIETAR Europa

Nowadays many projects involve multiple companies, frequently from a variety of countries. This brings into sharp focus the many aspects of cross cultural working, particularly delivering project outcomes while living in another country and collaborating closely with colleagues from diverse cultural backgrounds: that is why the 2004 Budapest event should be considered an important interactive workshop for all of us to prepare ourselves to carry the torch- flame of the interdisciplinary knowledge of Project Management around the Globe.

We firmly believe that for those aspiring to true success, the integration of local culture into business strategy is of crucial importance. Thus the philosophy of CCN is all about opening up whole new dimensions in our profession of project management. To live up to a truly colourful multi-cultural event there are 180 lecture-abstracts registered for the two- day congress from 36 countries from all over the Globe. Parallel with those high-quality lectures a rich variety of on- stage round-table programmes with lots of surprises are offered, along with the choice of 26 pre- /post-congress seminars (including the 16th Global PM Forum on the pre- congress day) are enriching the optional menu available for those who wish to enhance their in-depth knowledge with an affection towards the scientific achievements of PM-Culture in general as well as for enhanced understanding of cross- cultural knowledge. On behalf of the International Committee, we cordially invite you to participate in

this outstanding opportunity to share ideas, network among the many delegates from the world community of the project management profession, in the lovely and historic capital of Hungary: Budapest, where we had the SIETAR Europa Annual Congress 2003, on the occasion of the 18th IPMA World Congress on Project management on the 19-20 June 2004.

I am an invited Speaker at the Congress: The title of my presentation is : A Pocket-Guide to Managers Heading for Multicultural Projects

In my presentation I will talk about SIETAR, our aims and goals and the advantages of becoming a SIETAR member.

For more updates please visit www.fovosz.hu and for the logistic www.ipmacongress.hu

4.9 The Intercultural Management Institute

**5th Annual Conference
March 11-12 in Washington, DC,
American University**

The Global Diversity Advantage: A Forum for Business, Education, and Training Professionals

24 conference session topics include:

- Managing the Future Workforce: Diversity Beyond the Surface
- Global Positioning: Negotiating Across Cultures in the Post- Global World
- Building Cultural Competency: Understanding Islam and Muslims
- Third Culture Kids: Recognizing (and using!) the Hidden Diversity of a Global Childhood
- Training Across Cultures: Designing for Success
- Nine Things Every Corporation Should Know About Global Mobility in 2004!
- Making Sense of the French: Franco-American Cultural Differences

for more info see below and go to <http://www.imi.american.edu>

WHO SHOULD ATTEND

Managers and administrators, human resource personnel, trainers, consultants, educators, conflict resolution practitioners, mental health and social service professionals, and others concerned with diversity and cross-cultural communication who work in the private, government, and corporate sectors.

PURPOSE OF CONFERENCE

Intercultural management knowledge and practice are essential for everyone entering

the workforce in the 21st century. Today's most effective organizations realize the critical need to communicate and work effectively with diverse peoples. When we value diversity we increase productivity and innovative approaches to problem-solving.

The Global Diversity Advantage provides workshops, training and discussions in the dynamic fields of intercultural management and global diversity. The needs of business, education, and training professionals are addressed through integrated strategies on topics such as global business management, cross-cultural training, global organizational development, and conflict management. Diverse program offerings include lectures, panel discussions, interactive simulation exercises, and roundtables.

REGISTRATION AND ADDITIONAL INFORMATION AVAILABLE

The cost of the two-day conference is \$495. The conference will take place in the Ward Circle Building on the campus of American University. More information is available at www.imi.american.edu or by contacting Anna Lee at imi@american.edu or 202-885-6439.

INTERCULTURAL MANAGEMENT INSTITUTE

Building upon a commitment to intercultural understanding and international service that extends back more than forty years, the Intercultural Management Institute was founded in 1998. Through its training programs and consulting services, IMI offers organizations and their workforce what they need to manage cultural differences and flourish in the new global economy. In addition to its Annual Conference, IMI offers Skills Institutes providing applied skills and information for international human resource and business professionals and publishes the Intercultural Management Quarterly.

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We would like to invite you to be part of "A Celebration of C
Diversity"
with screenings of
"MISTAKEN IDENTITY"
on discovering next door neighbors."

The global event moves across the Atlantic to th UK in peace and harmony and will commence by celebrating Baisaki in April through to September 2004, concluding with commemorating the 3rd anniversary of 9/11. We are organizing screening events across UK, France, India and Australia.

At this stage, we are inviting major British organizations involved in promoting racial equality and harmony, human rights, amnesty as well as British schools, colleges and universities across the country to become part of the screening "media" events promoting our sponsors:

With an exclusive press conference at the Foreign Press Association in London, for the international and British media, we are organizing screening events, as they are falling into place :

1. The premiere screening at the Royal Over-seas Club, Park Place, St. James's Street, London on 13 April 2004 from 5:30- 7:30 PM where the Rt. Honorable Ken Livingstone, Mayor of London will be honored with an award for his strategic governing policies for London's economic growth. He will be praised as the champion for raising competitiveness, while reducing inequality and celebrating diversity with his multicultural equality agenda, promoting LDA's diversity, equality and minority business. This event will bring the British and ethnic minority media (PR handled by Jane Smith, PR - Smith & Smith, Manchester).
2. The second "exclusive" screening will be organized by the British Women in Film and TV in London, scheduled for 19 April.
3. Several screenings with the British Sikh community in London, Birmingham and major cities in the UK:
5. Major British and South Asian Ethnic Film Festivals, i.e. Tongues on Fire, London, (organizer of the only Asian womens film festival in the world), the Birmingham Film Festival, etc.
6. We are already interfacing with the British and South Asian media in London and Birmingham, including other cultural organizations to organize screenings targeting their British friends.

From April - September, we will organize "free" screenings in British universities, schools, colleges, public and private libraries, including human rights, amnesty, interfaith organizations to bring a mix of cross sections of Britishers i.e. government officials, Mayors of Cities, Chief of

Police, Scotland Yard, Police and Fire Academies, etc.

Working with CITIGROUP's NRI department in London, we welcome promoting your business profile to the South Asians (NRIs) and Britishers. For more detailed information, please visit our website: www.cultural-diversity.co.uk, in EVENTS - designed by our first British sponsor <http://www.the-bag-lady.co.uk/> - UK's #1 Internet Portal for women in business.

Sincerely yours,

Nims Sarkar, President, CELEBRATE CULTURAL DIVERSITY

Email nimsarkar@aol.com, 59 Vicarage Road, Harborne, Birmingham B17 0SR Tel: 121-427-2402/Fax: 121-428-2402

4.11 Japan Intercultural Institute



For members with an interest in Japan or intercultural communication in Asia, there is a new Intercultural Institute based in Tokyo which focuses on intercultural training for language teachers, developing intercultural education materials, and intercultural training for business.

The Japan Intercultural Institute works with universities, academic associations (including SIETAR Japan), and publishers to offer seminars and do materials development. If you are interested in being on their mailing list, sign up at www.japanintercultural.org.

The director of JII, Joseph Shaules, will be at the SIETAR Europa conference in Berlin.