

SIETAR-NEWSLETTER

Editorial

A shining star is born!

Globalization is rapidly breaking down our vision of a world with well-defined national, cultural and linguistic boundaries. The mass media allow people throughout the world to have daily glimpses of the events and lives of people in other countries and cultures. The superficiality of this media exposure makes even more important the significant interdependencies that now link all of us socially and interpersonally.

The successful interculturists of the twenty-first century will be the culturally informed ones. Whether you are a trainer, a consultant, a mediator or just face-to-face with someone with different traditions, you will gain a competitive advantage by having information and the latest news on how to deal with cultural differences. That's why we have created the SIETAR-newsletter — to provide ideas and information that can help you achieve more competence and skills in the intercultural profession.

It is in this context that we want to offer you penetrating

insights into how different cultures accord status, structure their world and provide strategies for survival. Additionally, we want to present articles on all aspects of interculturalism, ranging from differences in etiquette and body language to new thinking in the areas of international management. Of course, we won't forget making announcements of events, workshops and congresses in the SIETAR world.

And should you wish to submit an article or any sort of news from the field, please do so. Just e-mail your work to the Sietar-Europa office. We can't promise publication, but it will be given serious consideration. Together, we can make this newsletter a powerful and exciting vehicle for a greater understanding of ourselves and others. With your support, involvement and commitment, I am sure this on-line journal will be both rewarding and, why not, exhilarating.

Yours,
Patrick Schmidt
Editor-in-chief



Impressum

SIETAR Europa, 637 bd de la Tavernière, Residence l'Argentière - Bât E, F - 06210 Mandelieu la Napoule
Tel.: +33 4 92 19 04 90, e-mail: office@sietar-europa.org

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Interculturalism in French schools

A brief overview on how cross-cultural issues are being successfully applied in French education

by Jonathan Levy



Rob Giardina has been President of SIETAR-Europa since March 2009. , Bei der Abschlussveranstaltung des SIETAR-Forums2008 führte ich mein erstes ausführliches Gespräch mit

Martina Müller-Krüger. Ich erinnere mich gerne daran. Als o"en und positiv gestimmt erlebte ich sie hier. Später lernte ich sie in Arbeitskontexten als strukturiert denkenden und tief sinnigen Menschen schätzen. Vielfalt war immer wieder Gegenstand unserer

Fast wie von selbst ergab es sich. Darum hakte ich hier nach, um zu erfahren, welche weiteren Themen auf Martina eine besondere Faszination ausüben. Sie antwortete mir: »Komplexität fasziniert mich; sie zu erfassen, dann zu reduzieren.«

Für Ihren Beruf ist dies eine gute Voraussetzung. Die Diplom-Regionalwissenschaftlerin war mehrere Jahre in der Personalentwicklung für ein Großunternehmen tätig. Inzwischen ist sie seit 2005 selbstständig und führt Trainings, Teamentwicklungen und Einzelcoachings durch – für inländische und ausländische Fach- und Führungskräfte aus unterschiedlichen Branchen.

Mit Ihrer Firma »Chinaplus« liegt der Fokus ihrer Arbeit neben China in den Bereichen Führung und Zusammenarbeit in internationalen Kontexten. Darüber hinaus begleitet sie gemeinsam mit einem Team Veränderungsprozesse in Unternehmen, vor allem in Post-Merger-Integrations-Projekten.

Zu neuer Energie und auf frische Ideen kommt sie auf zahlreichen Wegen, beispielsweise durch Musik. In ihrer Arbeit schöpft sie aus ihrer Unternehmenserfahrung genauso wie aus umfangreichen Weiterbildungen in Personalentwicklung, systemischem Coaching und Teamentwicklung sowie aus regelmäßiger Supervision.

Seit 1996 steht Martina Müller-Krüger in Verbindung mit SIETAR. In den Vorstand wurde sie 2007 gewählt. Anfang 2008 übernahm sie die Funktion der stellvertretenden Vorsitzenden. Was sie im Februar 2009 auf meine Fragen geantwortet hat, lesen Sie auf der nächsten Seite. >>>

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Interculturalism in French schools — continuation

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Rob Giardina

A short portrait

The president of SIETAR Europa in an interview



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Rob Giardina

A short portrait - continuation

Would you say that your profession is your calling in life?

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What were the reasons for you to take up this work?

cultural differences. That's why we have created the SI-ETAR-newsletter — to provide ideas and information that can help you achieve more competence and skills in in-tercultural communication.

What does your work at SIETAR-Europa mean to you personally?

Globalization is rapidly breaking down our vision of a world with well-defined nationa, cultural and linguistic boundaries. The mass media allow people throughout the world to have daily glimpses of the events and lives

What is your vision of SIETAR-Europa?

of people in other countries and cultures. The superficial-ity of this media exposure makes even more important the significant interdependencies that now link all of us

What are some of the major intercultural differences be-tween Americans and Spaniards?

It is in this context that we want to offer you penetrating in-sights into how different cultures accord status, structure their world and provide strategies for survival. Additionally, there will be many articles on all aspects of interculturalism, rang
ing from differences in etiquette and body language to new thinking the areas of international management. Of course, we won't forget making announcement of events, workshops and meetings in the SIETAR world.

If you wanted to give people advice on how to be more intercultural sensitive, what would it be?

And should you wish to submit an article or any sort of news in the intercultural field, you are more than welcome. We to-gether can make this newsletter a powerful and exciting ve-hicle for a greater understanding of what makes other people tick. With your support, involvement and commitment, I am sure this on-line journal can be both rewarding and exhilarat-ing.

Questions asked by Patrick Schmidt

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Intercultural vignettes

Thought-provoking facts on how culture impacts behavior

The interlocking nature of language and thought

In one famous experiment in Hong Kong, 153 undergraduate students, bilingual in English and Chinese, were divided into two groups. One group was given a class assignment written in English; the other was given the same assignment written in Chinese. The professor in charge of the experiment took every precaution to ensure that the translations were perfect, yet the answers given by the two groups differed significantly, indicating that the language itself altered the nature of the information being conveyed.

International Business, 4th edition

The origins of the saying "time is money"

Most Americans are unaware that the proverb "time is money" originally came from the religious thinking of the Puritan settlers. Their intellectual baggage was the system of Calvin, where individuals were "predestined" to be either chosen for salvation or damnation. One consequence of this mindset was to perceive "time" as a gift from God. If they used it wisely, they would be, in God's eye, chosen to go to Heaven.

As the U.S. colonies gradually became secular, this belief was taken up by Benjamin Franklin in his popular publication *Poor Richard's Almanac*. He coined the phrase "time is money" as the way to the pursuit of happiness and wealth.

P.S.

The influence of uncertainty avoidance in a plane crash

The second-guessing that followed the 1998 crash of Swissair 111 off the coast of Nova Scotia provides a dramatic example of how uncertainty orientation influences decisions. Smoke suddenly filled the cabin of the plane as it was en route from New York to Geneva. The Swissair pilot swung the troubled aircraft out to sea in order to dump excess fuel before landing. Unfortunately, the plane plunged into the sea before it could reach safety.

A controversy broke out over whether the pilot's decision to circle and dump fuel before landing was correct. Some U.S. airplane pilots interviewed by the media suggested that the pilot should have landed the plane as soon as possible once smoke was detected. Swissair officials defended their pilot, noting that the captain followed Swissair's emergency procedures published in the carrier's operating manual. The U. S. pilots retorted that in such emergencies, pilots should exercise their independent judgment, regardless of what is contained in the company manual. Swissair officials countered that the procedures detailed in the manual reflected the state-of-the-art understanding of what to do in an emergency. The "rule are there to be obeyed" viewpoint of Swissair's officials reflects their country's uncertainty-avoiding culture, while "rules are made to be broken" attitude of U.S. pilots reflects America's uncertainty-accepting norms.

International Business, 4th edition

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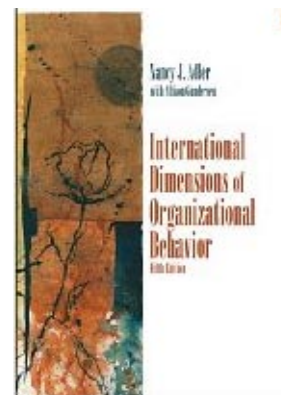
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Book Review

International Dimensions of Organizational Behavior (fifth edition)

by Nancy J. Adler,
Eur 45.99, 398 pages



Why would we want to review a book that was first published well over 23 years ago? For a simple reason: *International Dimensions of Organizational Behavior* is such a well-written and well-researched work that it has become a standard reference for the majority of intercultural management classes and MBA programs. Having sold over 1,000,000 copies, no textbook has yet been able to approach Nancy Adler's high standards in explaining how the various dimensions of culture impact global business.

A cursory look and you will notice immediately that Professor Adler is extremely thorough in her handling of the international give-and-take. National culture, workplace behavior across cultures, communication differences across cultures, creating synergy, multicultural teamwork and negotiation, global leadership, and the expat experience are all discussed.

Perhaps part of the secret of making it a classic was Professor Adler's extensive use of vignettes (small stories or case studies) to explain the conceptual and theoretical points. They are easy to read, lively and above all, make all understandable. Additionally, she always puts summaries and questions for reflection at the end of each

chapter that help reinforce and deepen the examples made.

In the newly, updated 5th edition, she has cited new sources and better case studies; the writing has become even more fluent and concise. However, the book had hardly had to be modified. It is a testimony to the solid and thorough research she put into it back in 1986.

I have used this publication for several years in my classes and all my students enjoy reading it. And when sophisticated business people ask me what would I recommend concerning intercultural mishaps, I refer them to Nancy Adler's work. Once you have familiarized yourself with all the points she makes, you won't need to refer to other books. She has got down all what you need to know about living and working across cultures into one compact piece of prose.

In short — the making of a classic that may soon find itself along with other great academic works, such as Max Weber's *The Protestant Ethic and the Spirit of Capitalism* or *Democracy in America* by Alexis de Tocqueville. P.S.

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Book Review

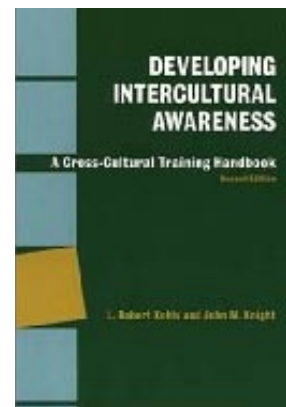
Developing Intercultural Awareness (second edition)

by Robert Kohls and John Knight,
Eur 18.99, 143 pages

Continuously I get asked by people, who “would-like-to-be an intercultural facilitator”, how do I design my workshops and develop the exercises that go along with it. I tell them that when beginning my career, I read a simple, how-to-do book that tells you in a clear, step-by-step manner, how to put together an intercultural course. And what ‘s even better, it cost less than Euro 20 — probably the greatest bargain you will find in the intercultural world.

Developing Intercultural Awareness: A Cross-Cultural Training Handbook is drawn from the authors’ experience, containing simulation games, case studies, icebreakers and other training activities for developing cross-cultural awareness in virtually any setting. Robert Kohls and John Knight have mapped out one- and two- day workshops for those looking for preplanned programs, and the book’s appendices include guides to simulation games, films and further readings.

In this second updated edition, new and dynamic activities have been added to the array of material already present in the book, and the authors have ensured the relevance and timeliness of these cultural activities. This easy-to-use guide is both an excellent companion to *The Survival Kit for Overseas Living* and an extremely valu-



able resource for those looking to train others or simply educate themselves in order to become more culturally aware.

A little about Robert Kohls. During the 50ies, he worked, along with his wife developing orphanages and schools in Korea. Later, he moved to Washington to work for the Peace Corps as a trainer for volunteers. He was very popular and respected, well known for emphasizing the message that intercultural competence is all about compassion and empathy. Later he became director of training for the U.S. Information Agency and the Meridian International Center in Washington, dedicated to strengthening international understanding. He also helped found *SIETAR*, which gave him its *Primus Inter pares Award* in 1986. With all those credentials, he was well qualified to be the principle author of this fine gem.

As one intercultural trainer summed it up: “A superb basic guide to cross-cultural training. Kohls and Knight provide an excellent resource to the international trainer seeking general training tools or looking toward an expanded repertoire.”

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Events, workshops, congresses

Vienna, Austria

June 24-26, 2009

Knowledge Migration, Communication and Value Change

IACCM Congress (International Association of Cross-Cultural Competence and Management) The first day will be devoted to a doctoral seminar on cross-cultural competence. The following two days on 25 and 26 June, 2009 will see the annual conference of IACCM dealing with this year's conference topic Knowledge Migration, Communication and Value Change.

http://iaccm.wu-wien.ac.at/conference_en.html

York, Great Britain

September 17-19, 2009

High performing international teams

SIETAR UK is co-hosting with York Associates and dialogin The Delta Intercultural Academy a two-day

conference featuring key-note speaker Dr. Dick McCann and Dr. Fons Trompenaars, along with many other presentations and workshops.

http://www.york-associates.co.uk/dial_login2009.html

Cairo, Egypt

November 12-15, 2009

Young Sietar Congress

Young SIETAR is taking its 10th Annual Congress Edition to Umm el Dunya [the Mother of Cities], commonly known as Cairo, Egypt. Besides a new (continent) location, there are other innovations at store - one of them being the fact that we dropped the Pre-congress Day and turned it into the first day of the congress, so you can look forward to full four days of meeting fellow interculturalists and together revisiting the field we all hold so dear.

<http://www.youngsietar.org/>

Bonn, Germany

February 25-27, 2010

SIETAR Forum 2010

SIETAR-Deutschland is again organizing a forum that will emulate its highly acclaimed and successful forum from 2009. The conference language will be German.

<http://www.sietar-deutschland.de/>

Paris, France

Sometime in October, 2010

30th Anniversary of SIETAR France

To celebrate its 30th anniversary, SIETAR-France is planning a congress in conjunction with SIETAR-Europa. The themes of the event will be human rights and diversity. Languages will be French and English.

www.sietar-france.org/sietar/

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