



**SIETAR Europa Members Newsletter
September 2003**

Table of Contents

This month's newsletter is sponsored by



ARGONAUT™

An online tool bringing better results from international activity

Are your key people as **effective overseas** as they are at home?

Are you leveraging the benefits of a **culturally diverse workforce**?

Do your clients and partners recognise you as truly **internationally savvy**?

Are you **capturing new markets** swiftly enough?

Do you have tools to **minimise time lost** through intercultural problems?

To stay ahead in a globalising professional services field, you need to actively manage your cross-cultural competences for improved:

- **Global thinking**
- **Time to performance**
- **Organisational culture**
- **Employee effectiveness**
- **Knowledge management**
- **Value chain partnerships**



How does Argonaut work and who should use it?

Argonaut creates a personal cultural profile and analyses the perceived gap between the user and the target culture, as well as numerous other cultures. Argonaut offers practical knowledge of specific cultures and invites users to share their own cultural experiences. It creates excellent personalised

Develop personal strategies for international success in:

Planning
Deadlines and timing
Teamworking
Leadership
Organisation
Motivation and initiative
Goals and results
Problem-solving
Privacy issues
Taking control
Communication style
Conflict resolution

Learn more about cultures currently featured in Argonaut

Australia
Austria
Belgium
Brazil
Bulgaria
Canada
China
Denmark
Finland
France
Germany
Hungary
India
Ireland
Italy
Japan
Korea
Mexico
The Netherlands
New Zealand
Nigeria
Norway
Pakistan
Portugal
Russia
Singapore
Spain
Sweden
Switzerland
UK
USA

Use Argonaut features

Self-assessment (20 minutes)
Graphical personal profile
Group and organisational analysis
Practical cultural information
Resources for project managers
Knowledge sharing facility
New situational tutorial

Contact CBI
CBI Headquarters
44 Kensington
Square
London W8 5HP
United Kingdom
+44 207 460 3493

material for training and coaching. It can benefit individuals who are managing across cultures, people who experience culture clash and seek to resolve cross-cultural dilemmas, multi-cultural teams wanting to maximise the benefits of their intercultural diversity, leaders who seek to inspire and command international enterprises, merging organisations identifying intercultural risk factors.

For additional information about Argonaut click [here](#).

p
+44 207 937 7268
f
<http://www.coghillbeery.com>

For general inquiries,
contact the [office](#).

Welcome to the September 2003 SIETAR Europa Newsletter!

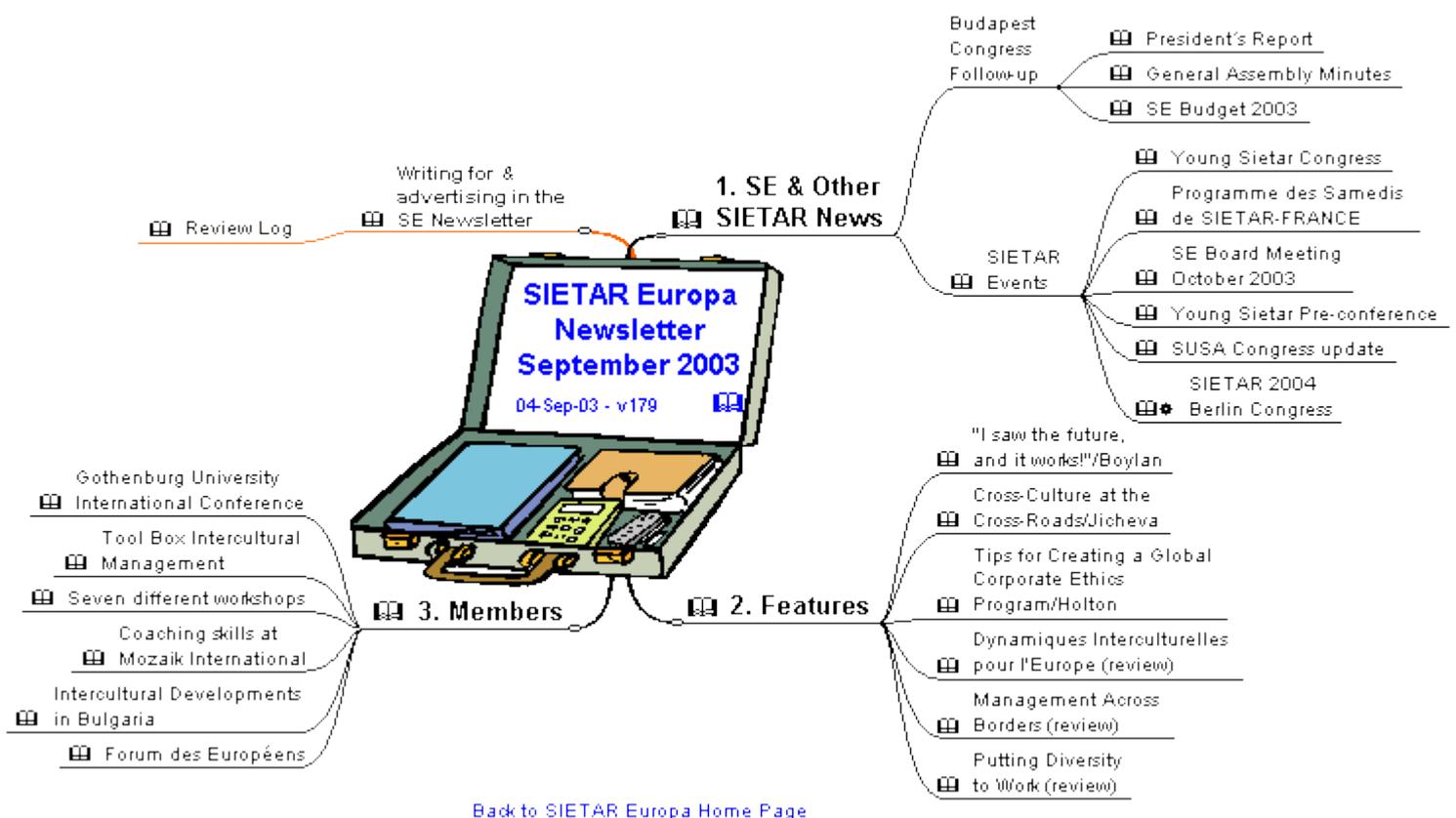
We hope you will enjoy its new and easy access online format as you meet old friends and make new ones in the news, reports, events and features offered here.

We are grateful to Coghill-Beery for their sponsorship of this edition.

Table of Contents

[SIETAR Europa Newsletter September 2003](#)

- ❖ [1. SE & Other SIETAR News](#)
- ❖ [2. Features](#)
- ❖ [3. Members](#)
- ❖ [Writing for & advertising in the SE Newsletter](#)



1. SE & Other SIETAR News

This section carries information about the activities of SIETAR Europa and other SIETAR groups. Please submit short news reports from each of the European SIETARS will be published here with links to their own sites as appropriate. Please provide reports of events that have taken place as well as those that are to come.

- [Budapest Congress Follow-up](#)
- [SIETAR Events](#)

Budapest Congress Follow-up

- **President's Report**

The following is a summary of the points covered by Francien Wieringa, President of the SIETAR Europa Board of Directors in her address to the General Assembly at the Congress.

Issues we faced in 2002

- Building a culture of collaboration in the Board and gaining commitment to change
- Getting back to sound house-keeping
- Departure of previous SE Secretary Magda
- Last-minute change of Congress-venues
- Develop Congress in very short time frame
- Being in poor financial health, no reserves

Goals we set

- Transparency
- Build a more professional organisation
- New and deeper relationships with local SIETARS
- Web-site development and online capability
- Leverage potential within the organisation
- More continuous and vibrant community
- Support establishment of new SIETARS
- Longer-term strategic planning

Steps taken

- 2 meetings with local SIETAR Presidents
- Web site and online platform expanded
- Set up new office, and hired new secretary
- Established new back account

- Tightened handling of fee collection
- Prepared Budapest Congress
- Started liaising with 2004 Congress team

Results we achieved

- Functional office with excellent secretary
- Explored online platform and published electronic newsletters
- Collected over EU 1700 in outstanding fees
- Draft for new Statutes, to re-define Europe-local relationships
- Draft for new fee structure
- Broad participation of members in organising the Congress & at Congress

Work in progress

- Raising income and improving financial situation
- Auditing 2002 accounts
- Finding new platforms for collaboration
- Preparing Congress' 2004 and 2005
- Document and communicate Budapest outcomes
- Integrate and implement Budapest results

- **General Assembly Minutes**

Minutes General Assembly SIETAR Europa, Budapest, May 24, 2003

The following are the minute of the meeting. These will be offered for approval at the next General Assembly Meeting. Should any one have corrections, questions or comments, please direct them to [Ida Castiglione](#) , Secretary of the SIETAR Europa Board of Directors

0. Chairman, Quorum, Opening of Meeting at 16.30

Francien Wieringa welcomed the members, and proposed Robert Gibson as a Chairman for this meeting. The Chairman was unanimously approved. The Chairman introduced the agenda to the members.

The Chairman established that quorum was not reached. The meeting was closed, and shortly thereafter re-opened according to the statutes for such situations .

Minutes (2nd Meeting):

1. President's Report
Francien Wieringa reported on the challenges, goals, steps taken, results achieved and work in progress of the Board since May 2002. (See Presidents report)
2. Amendments of Statutes
Robert Gibson emphasized the importance of this agenda item.
Francien Wieringa pointed out that the proposed changes have been sent to the members 2 months prior to the meetings. She commented that the main purpose for changing the statutes is to improve coordination, and to make sure that all local SIETARs are represented on the Board. In addition, two Board members that are from regions that are not represented through geography (members-at-large/direct) should be elected directly by the members.

The Chairman invited comments and questions:

Elena asked what the maximum number of members on the Board would be.

Robert Gibson clarified that this number, according to the current Statutes, is 21 members.

Karla Eubel-Kaspers proposed that the text be amended to "representatives from the local groups be elected or nominated".

J.Erbler expressed concern that since the members of the SIETAR Europa Board would not be elected directly by the members anymore, this would be a loss of the democratic process.

Monica Rosenzweig-Armour commented that the changed process has the potential of increasing the degree of democracy, insofar as the members would be represented through their locally elected representatives, thus also increasing communication and structural overlap.

Vincent Merk queried how the financial structure would look.

Annette Hammerschmidt strongly urged that the new Board make a clarification of the financial relationships their top priority, and go through a process of due diligence.

Annette Ulrich expressed discomfort with sole reliance on Board members sourced from a geographical quota system, which may limit access of the best people to the Board.

In response, Monica Rosenzweig-Armour proposed more flexibility, so that the "2 direct members" are not a must, but a preference.

George Simons commented that "direct members" might be non-European residents, people from regions outside of the national SIETARs. He added that the Board is striving to find ways to create committees, to give room to input and active contributors.

Maria Jicheva commented that a Board comprised of 21 members, which might become a possibility if the number of local SIETARs continued to increase, would be not very functional.

Patrick Boylan suggested that the one country-one seat might not be fair to

the larger national groups. Annette Hammerschmidt commented that SIETAR Germany is happy with this approach, and has been actively involved in drafting the amendments.

Annette Hammerschmidt drew attention to the Guidelines, and suggested that the numbering of the paragraphs be clarified (shifts in points 3 and 4).

She also expressed support for a wider representation, through insisting that direct members be represented.

George Simons clarified that a condition for eligibility to the Board is residence in Europe, also for direct members.

Francien Wieringa proposed that the change of Statutes be accepted. The Chairman then invited the members to vote on the proposed changes of the Statutes.

The amendments to the Statutes were passed unanimously by the Assembly, with the text
change that "representatives from the local groups be elected or nominated"

3. Finance

The Chairman explained the auditing process for the SIETAR accounts. There are internal and external auditors. Both need to approve the accounts.

Klara Falk-Bano gave an overview of the situation, and the membership accepted the suggested processes:

a) Approval 2001 Accounts

External auditing complete, and was o.k. Internal auditors approved, too.

b) Approval 2002 Accounts

These accounts still need to be approved by the external auditors, which will occur within the next weeks.

c) Approval 2000 Accounts

The external auditor needs to approve these accounts, as the GA minutes state that only then would the internal auditors approve. This external auditing still needs to be completed.

d) Approval 2003 Budget

Klara Falk-Bano presented the income and expense statements (see treasurer report) for 2002.

The Chairman then invited questions:

(Who?) asked for which Congress the seed money had been budgeted. It was clarified that this was originally budgeted for the 2003 Portugal Congress.

In the future, the Board will add the year of the Congress on the budget report to clarify this information.

The Treasurer, Falk-Bano, then presented the 2003 Budget.

Several clarifying questions were asked, especially on the "p.m." – pro memoria

position for the secretary's salary.

Annette Hammerschmidt pointed out that SIETAR Germany would not be paying EU 7000, and requested that this income figure for the SIETAR Europa budget be changed downward to EU 3500.

Phillip O'Connor also stated that SIETAR UK could not, at this point in time, commit to paying EU 1500, and requested that this income figure for the SIETAR Europa budget be changed downward to EU 1000.

Vote on the budget:

For: 0
Against: 11
Abstain: 22

The budget was therefore not approved by the Assembly, since more information, especially on the secretary's salary, is required to make an informed decision.

The following proposal was then unanimously approved by the membership:

That the figures be corrected as instructed by the Assembly, and the Board add the information to complete the information, so that the revised budget can be presented by the 31st of July (online), and an online vote on the revised budget should occur no later than 15 September 2003.

The Board was also given the task to accelerate the negotiations with SIETAR Deutschland and Netherlands, as well as report on the financial results of the 2003 Congress.

There was a sounding taken and agreement that SIETAR Europa cannot rely on membership fees alone and requires active solicitation and efforts to raise money from other sources.

Fees

George Simons introduced a proposal for new fee structure. The vote is only about re-setting the direct membership fee structure of SIETAR Europa. The goal is to regularize the fee structure across the different national groups. There will also be provisions for economically disadvantaged members.

George Simons commented that through a benchmarking process, the team working on the fee structure has established that SIETAR fees are very low, as compared to other European professional organizations.

Elena queried whether it makes sense to put the fee level for NGOs at the same level as businesses, and proposed that NGOs be charged on the individual fee level.

Vincent Merk proposed that the condition of non-payment of fees offered to ex-presidents of the board be abolished and announced that he personally was giving up this privilege to which he was entitled as an ex-president and would pay membership fees as of 2004.

The fee structure proposal was accepted unanimously, with the following changes:

NGO's are charged at individual level, and get one vote.
Reduced fees may be granted for individuals or organisations whose financial situation may require this.

4. Election Results
Patrick Boylan reported on the work of the Nominations Committee.

The elected candidates are:
Ida Castiglioni
Francien Wieringa
Jürgen Henze
Maria Jicheva

Substitutes:Nathalie Lorrain, David Walsh

5. Election of Auditors
As auditors,
Roisin Donohoe and Monica Reppas-Schmid,
were elected unanimously.
6. Election of Nominations Committee

The following members were proposed and elected:

Anne Helene Gutierres
Liljana Deru-Simic
Sabine Amend

Patrick Boylan
Annette Ulrich

3 abstentions, otherwise unanimous approval.

7. Other Business
Patrick Boylan suggested that transportation costs be reimbursed for Central European Board candidates. This is a budget issue and needs to be decided by the new Board.

Monica Rosenzweig-Armour commended the Board for taking the risk of innovation with a new Congress format for the Budapest Congress. Patrick also stressed this point.

Annette Hammerschmidt suggested that there be a due diligence process during the transition to the new Board structure.

8. Congress 2004

Annette Hammerschmidt reported that the Berlin Congress is intended to integrate both self-organized elements (new learning formats) and "traditional" elements (presentation).

The working title at the moment is *Understanding and Developing Cultures in Transition*. This title will be refined. Power relations, religion, racism, terrorism and war will be addressed, in various formats, such as discussion groups, dialogue formats, poster sessions, presentation. The venue is going

to be Humboldt University. The dates are April 1-3, 2004.

Pre-conference events on March 31, 2004, post-conference events on April 4, 2004.

The meeting was closed at 19.10

- **SE Budget 2003**

Here for your purview is the revised budget as we promised at the SIETAR Budapest General Assembly. It is slightly later than we expected, but now as complete as we can make it. Members who have any questions or comments, please address them to the Treasurer, [Maria Jicheva](#) before October 5, 2002

SIETAR Europa BUDGET 2003 in Euro			
EXPENSES			
Salary for the Office Secretary with insurance	12,588		
Congress seed money	1,500		
Mailing 50/month	600		
Office Stationery 30/mth	360		
Office telephone connection in France -setup	40		
Telephone SIETAR line 26/mth plus 150/mth calls	2,112		
Use DSL line 30/mth	360		
Internet Web services	1,800		
Srato domain	76		
Bank fees	600		
Office equipment - replacement and renewal	2,000		
Dues and subscriptions	150		
Associate membership fees to Global Network	220		
Total:	22,406		

INCOME				
Membership Fees 2003				
SIETAR Deutschland	7,000.00	3,500		under negotiation
SIETAR United Kingdom	1,500.00	2,120		2002+2003 fees
SIETAR France	1,300.00	1,300		
SIETAR Austria		300		
SIETAR Associates		440		
Direct members	2,000.00	3,000		
Profit from 2003 Congress		3,000		
Marketing initiatives (advertising, selling services)		2,900		
Sales of Congress Proceedings		150		
From Reserves		5,696		
Total:		22,406		

.....

SIETAR Events

The events listed here are events formally sponsored by SIETAR Europa or Individual SIETAR groups.

- **Young Sietar Congress**

**"The Intercultural Link to the Future"
5th Annual YS Congress: October 2003, Bratislava-Liptov /
Slovakia**

We have the pleasure to announce that this year Young SIETARians will meet in Central Europe, for the second time. On October 2nd-5th 2003 YS will be hosting its 5th annual congress in Slovakia.

On the 2nd of October, we shall meet in the historical city of Bratislava and from there proceed together to Liptov, the Low Tatra mountain region

Congress Location

The Pre-congress day will be held in Bratislava, the capital of Slovakia. Bratislava, with its 500 000 inhabitants is the largest city in Slovakia, being its cultural and commercial center.



The congress itself will take place some 300 km in the eastern direction in a small village of Liptovský Jan at the foothills of Low Tatra mountains in central Slovakia.

The Liptov region is considered one of the most beautiful places in Slovakia. It is known especially for its natural beauties yet it is also very rich on cultural sites (its written history dates back to 1231) and typical folk architecture.

The village of Liptovský Jan is situated 7 km from the nearest town of Liptovský Mikuláš. Once the seat of nobility and gold and silver merchants, it has been transformed into a prospering tourist center with the strongest and richest mineral springs in the whole region. It is also one of the gateways to the Low Tatra national park.

How to get there

The easiest way how to access Bratislava is by air or railway. Besides the international airport in Bratislava, the other closest options are flying to Vienna (70 km) - a special bus provided from the airport to Bratislava - or Prague (400 km). For more information about the congress (fees, registration, program, logistics etc.) please see our congress website: www.youngsietar.org/congress

Links

www.zsr.sk - Slovakian railway information
www.eurolines.sk - the interantional buses information
www.liptov.sk , www.liptovskymikulas.sk - info on the Liptov region
www.avicenna.sk - website of the hotel where the congress is taking place

- **Programme des Samedis de SIETAR-FRANCE**

SIETAR-FRANCE 2003-2004

Cycle de 7 ateliers de Formation des Formateurs à la Communication interculturelle

Samedi 25 Octobre 2003

La réalité virtuelle : de la formation au geste technique à la formation à l'interculturel.

Journée de sensibilisation à la réalité virtuelle et à ses usages. On montrera comment la réalité virtuelle est marquée par la culture technique et scientifique qui lui a donné naissance, et comment elle offre des perspectives d'usages lui permettant, partiellement, de s'en émanciper. Quel usage en est-il fait aujourd'hui dans le champ de la formation ? Perspectives intéressantes pour les professionnels de l'interculturel, grâce, notamment, au développement des agents virtuels. L'ensemble de ces contributions sera ouvert à débat et à discussion avec les participants.

Daniel MELLET d'HUART, chef de projet à l'AFPA (Association nationale pour la formation professionnelle des adultes), sur les usages de la réalité virtuelle pour l'apprentissage.

Samedi 15 Novembre 2003

Europe/Etats-Unis : quelles oppositions, communications, inventions stratégiques interculturelles ?

On analysera les histoires : millénaire/centenaire; tragique/pragmatique. On précisera les stratégies : multilatéralisme/unilatéralisme; disjonction/conjonction "national, continental, mondial"; faiblesse/force. A partir de ces données, quels espaces-temps s'ouvrent ou non à l'invention, conjointe ou séparée, pour les deux sociétés ?

Jacques DEMORGON, philosophe et sociologue; auteur de "L'histoire interculturelle des sociétés" (Anthropos, 2ème édition 2002), et "Pour l'Europe un approfondissement interculturel" (Anthropos 2003)

Samedi 13 Décembre 2003

La réconciliation des dilemmes dans le management interculturel.

Dans leur livre "Building Cross-Cultural Competence", Charles Hamden-Turner et Fons Trompenaars exposent leurs théories et proposent une méthodologie en vue d'une réconciliation pratique de dilemmes rencontrés au quotidien dans les affaires. Dans cet atelier, on passera d'abord en revue les 7 dimensions de Trompenaars, puis on examinera la théorie de la réconciliation selon Hamden-Turner et Trompenaars. Cela sera suivi d'un exercice d'application, et les participants pourront pratiquer la méthodologie de la réconciliation à l'aide de dilemmes choisis par eux-mêmes, et en suivant toutes les étapes du processus...
Atelier en français; matériel pédagogique en anglais.

Vincent MERK, ancien Président de SIETAR-EUROPA, , enseignant à l'Université de Technologie d'Eindhoven (Pays-Bas) et formateur-consultant en communication interculturelle; travaille avec Fons Trompenaars et le bureau THT sur la réconciliation des dilemmes.

Samedi 17 Janvier 2004

Comment concevoir des formations interculturelles , prenant en compte les différents modèles d'apprentissage ?

Chaque culture est productrice de modèles et de théories d'apprentissage, et donc influence les pratiques d'enseignement. La pédagogie interculturelle suppose que l'on reconnaisse les modèles, leurs origines culturelles, leurs conséquences sur les

styles d'apprentissage, et que l'on construise les savoirs en fonction des apprenants. Une journée interactive avec des cas, des films et des techniques de construction.

Jonathan LEVY, formateur en Pédagogie et Apprentissage; et Joelle ADEN, Maître de Conférences à l'IUFM de Créteil..

Samedi 14 Février 2004

La métaphore des galaxies pour une approche qui intègre la complexité des rencontres interculturelles.

L'approche des dimensions complexes de l'interculturel ne peut pas se faire de façon linéaire. Comme dans l'univers, tout est relié, chaque élément - chaque concept- a de multiples facettes et tout nouveau contact, de multiples répercussions. Les métaphores et les paradoxes sont parmi nos outils pour explorer l'interconnexion des phénomènes liés à l'interculturel et pour en tirer des applications concrètes pour notre pratique professionnelle. Cette journée proposera une alternance de brefs moments théoriques, des travaux pratiques et des réunions plénières de mise en commun.

Silvia COSTANZO et Linda VIGNAC sont les responsables des programmes interculturels à Langues et Entreprises, où elles encadrent une équipe multiculturelle dans laquelle plus de 35 nationalités sont représentées. Elles sont les auteurs du livre " Galaxias interculturelles. Mundos para armar " (Santillana, Buenos Aires, 2003) conçu pour un public de formateurs et formateurs de formateurs.

Samedi 13 Mars 2004

Sens et contresens donnés à la différence culturelle dans le rapport à l'Autre.... et à Soi.

La perception ou non d'une différence entre Soi et l'Autre est au coeur de la dynamique interculturelle. On mettra en lumière les contradictions qui apparaissent dans le vécu de la différence culturelle, en distinguant notamment les situations des individus de groupes minoritaires (qui tendent à se penser comme différents) de celles des individus des groupes majoritaires (qui tendent à voir la différence uniquement en l'Autre). Plusieurs modèles théoriques nord-américains seront mis à contribution et critiqués, notamment du point de vue de leur conception de la culture et de l'identité.

Tania OGAY, docteure en Sciences de l'Education et maître-assistante à la Faculté de Psychologie et des Sciences de l'Education, Genève.

Samedi 15 Mai 2004

Interculturel et Communication Publicitaire.

Analyse et décodage des représentations identitaires selon les différentes cultures. Approche de la création publicitaire. Exercices pratiques d'analyse (perception) en fonction d'une méthodologie applicable à différentes cultures. Evolution et catégorisation des valeurs. Supports utilisés : graphiques visuels et sonores. Relation langue et slogan.... Exercices de création de messages publicitaires adaptés à une cible.

Montserrat AYMAMI, de formation commerciale, linguistique et sociologique.; formateur et chercheur

(recherche actuelle : représentations identitaires dans la publicité,

dans différentes cultures)

Pour vous inscrire, cliquez ici pour accéder au bulletin d'inscription) :

<http://perso.wanadoo.fr/sietar-france/ateliers.html#bull>

- **SE Board Meeting October 2003**

The next SIETAR Europa Board Meeting will take place in Mandelieu-La Napoule, France which is located just west of Cannes on 17-19 October, 2003. The hosts for the meeting are Christine Longé and George Simons.

We would like to remind all members that:

1. According to our statutes, Board Meetings are open to all SIETAR members who wish to attend. Should this be of interest to you, please notify us by October 1 so that we can estimate the space needed for visitors.
2. Should you decide to come and want accommodation information and a map, please let us know and we will provide specific travel information and advice about local accommodations. If you would like a map and travel instructions, please download this

[.pdf file](#) .

3. Whether or not you are coming, if you have important issues for the Board's consideration at this meeting, please notify us and send us any information or documentation that is important for the issue in time for the finalization of the Board's agenda on October 1. You may do this by sending the information to the

[SE Office](#) , or if you prefer to one of the [Board Members](#) . We will contact you for any clarifications or questions.

- **Young Sietar Pre-conference**



On Wednesday, November 19th 2003, Young SIETAR will be hosting its first official conference in the USA, a Pre-Conference day in cooperation with SIETAR USA's Annual Conference 2003 Seeking Middle Ground – Locally and Globally, November 19-23, 2003, in

Austin, TX.

As always, well-known personalities from the intercultural field will facilitate our workshops and learning process. We are happy to welcome Sandy Fowler, Rita Wuebbeler, Jaime Wurzel, Margaret Pusch, Jacqueline Wasilwewski, and Henry Bak Zinglensen. We would like to thank SIETAR USA for their collaboration and assistance.

For more information on our speakers, please see the pre-conference day program.

What we offer

We start our pre-conference day with a **Welcome "Get-together" Evening** on Tuesday, November 18, 2003 for those who are able to arrive to Austin a day before the conference. Our meeting point will be at a local bar at 6:00 pm. We offer one welcome drink to every registrant! The Welcome "Get-together" Evening is sponsored by

The pre-conference day will start with a nice breakfast – for those of you who would like to join – at a local bar (not included in the conference fee). *Meeting points and times will be communicated to registrants with the confirmation of the registration.*

We will have coffee breaks together concurrent with the SUSA pre-conference day so that there will be plenty of possibilities to chat with participants, trainers and facilitators of SIETAR USA. We will have lunch at a local restaurant. Lunch is not included in the conference fee.

During the day, several **workshops** will be offered. Sandra Fowler, Jaime Wurzel, and Rita Wuebbeler will lead us through the session "**Careers in the Intercultural Field and New Trends.**" Jacqueline Wasilewski will give us insight into "**Academia and Research**" and we will be able to improve our "**Training and Teaching Skills**" with Peggy Pusch. Finally, we will take part in a simulation game provided by Henry Bak Zinglensen.

For those of you who decide to join the SUSA-conference, there will be a warm welcome reception in the evening and afterwards we will all go out for our evening program. More information about the evening program will be communicated at a later date. The conference fee does not include the evening program.

For the program outline see below.

Pre Conference Day Program

Tuesday, November 18, 2003

6:00pm –?? **Welcome "Get-together Evening**
The Welcome "Get-together" Evening is sponsored by

Wednesday, November 19, 2003

7:30 - 8:30am Breakfast

8:30 – 9:00am **Opening and Welcome**

9:00 – 10:15am **Career Panel: “Careers in the Intercultural Field and New Trends”**

Sandy Fowler, Jaime Wurzel, Rita Wuebbeler

Sandy Fowler is an intercultural trainer and consultant, was previously involved in directing training for the Navy, and is a past-president of SIETAR International. She edited "Intercultural Sourcebook: Cross-Cultural Training Methods, Vols. 1 & 2." She is known for her work in simulations and using art as an intercultural training medium.

Jaime Wurzel is associate professor of education at Salem State University, Massachusetts. He is also President of Intercultural Resources Inc. which produces instructional materials. Most notably he has produced "A Different Place: The Intercultural Classroom" and "The Cross-Cultural Conference Room."

Rita Wuebbeler is president and founder of INTERGLOBE Cross-Cultural Business Services, Inc. She regularly gives presentations at international professional conferences both in her field of intercultural communication and organizational development as well as in industry-specific areas. She plays an active role in SIETAR USA as a board member and mentor.

10:15 – 10:45am Coffee Break

10:45 – 11:15am **Career Panel: “Careers in the Intercultural Field and New Trends” (continued)**

Sandy Fowler, Jaime Wurzel, Rita Wuebbeler

11:15am – 12:00pm **Academia and Research**

Jacqueline Wasilewski

Since 1990, Jacqueline Wasilewski has been teaching at International Christian University in Tokyo, Japan. From 1996-1998 she was President of SIETAR International. She received her master's and doctoral degrees from the University of Southern California in 1978 and 1982 respectively. Until she went to Japan she worked mostly with Hispanic and Native American organizations in the US and on education projects in multilingual contexts in Africa, Ecuador and Papua New Guinea.

12:00 – 1.15pm Lunch

1:15 – 2:30pm **Training and Teaching Skills / Train-the-Trainer**

Peggy Pusch

Margaret (Peggy) Pusch is Associate Director of the Intercultural Communication Institute, a trainer and consultant, and the

current president of SIETAR USA. She co-founded and was president of Intercultural Press, Inc. for over 14 years. Peggy frequently works with international education organizations in Europe and the United States.

2:30 – 3:00pm Coffee Break

3:00 – 5:00pm **Training and Teaching Skills / Train-the-Trainer (continued)**

Peggy Pusch

5:00 – 7:00pm **Simulation**

Henry Bak Zinglarsen

Henry Bak Zinglarsen is Manager of Training with Eaton Consulting Group based in Copenhagen and responsible for the training and development of ECG trainers and consultants around the world. In addition, he has managed numerous consulting projects and conducted training programs for senior executives, business travelers, expatriates and multinational teams on five continents.

7:00pm - ?? **Evening Program:** Welcome Reception with SUSA 2003

To register for the Young SIETAR pre-conference day please send an e-mail to Claudia Zysk at zyscla@netzero.net .

The conference fee will be US\$30.00 for members and US\$40.00 for non-members. The fee includes workshops, materials, one welcome drink, and coffee breaks.

When you register, please specify if you will be joining us for the Welcome "Get-together" Evening and for the breakfast in the morning of November 19th.

If you register for SUSA's Annual Conference, please specify that you will be attending the YS Pre-Conference Day to be eligible for the reduced student fee.

For information about SUSA's Annual Conference, please visit www.sietaraustin.org .

For more information about Young Sietar, please check out our website at www.youngsietar.org .

Accommodation

We suggest the following options:

1. Marriott Hotel Downtown Austin (conference location): \$99/night (for up to 4 people). When booking a room, please specify that you are attending the conference.
2. Hostelling International Austin (

www.hiaustin.org): \$19.50 (dormitory)

3. The Adams House (
www.theadamshouse.com)

4. Austin Motel (
www.austinmotel.com)

Please contact zyscla@netzero.net , if you have any questions.

- **SUSA Congress update**

**SIETAR USA ANNUAL CONFERENCE
AUSTIN, TX
NOVEMBER 19-22, 2003**

Information about the conference workshops, program, and registration is now available through www.sietarusa.org or you can go directly to the registration site managed by MetroConnections (does not include current program information but does have workshop descriptions).

The address below will take you directly to the conference area of the SIETAR USA website with a link to the registration site:
http://www.sietarusa.org/conf2003_links.html

The on-line registration website can be directly accessed through this address: <http://www.regweb.com/metroConnections/sietar2003>

Jeremy Solomons and Jerry Wilcox, Co-chairs of the Conference, have done an outstanding job on arrangements and program and want every one of you to come to Austin, TX. We look forward to seeing you there!

Peggy Pusch
President SUSA

- **SIETAR 2004 Berlin Congress**

**SIETAR Congress
*Cultures in Transition***

30 March - 04 April 2004, Berlin

You are cordially invited to take part in the Society for Intercultural Education, Training and Research (SIETAR) Congress 2004 held in Berlin, organised by SIETAR Deutschland

and SIETAR Europa in cooperation with Humboldt University at Berlin where the congress will take place.

The guiding topic of the congress is Cultures in transition. The SIETAR Congress 2004 will address the multi-faceted aspects of transition processes in the intercultural field by exploring the current state as well as the transformative forces in the political, economic, cultural and social space.

For full information, see <http://www.sietarcongress2004.de/>

We look forward to meeting you in Berlin!

On behalf of the Organising Committee:

Michael Thiel (SIETAR Deutschland e.V.)

Francien Wieringa (SIETAR Europa)

Prof. Dr. Jürgen Henze (Humboldt University Berlin)

Dr. Ursula Nguyen (Humboldt University Berlin)

» See document: <http://www.sietarcongress2004.de>

2. Features

In this section, we will publish features and resource reviews of interest to the intercultural field written by SIETAR members and guests.

- ["I saw the future, and it works!"/Boylan](#)
- [Cross-Culture at the Cross-Roads/Jicheva](#)
- [Tips for Creating a Global Corporate Ethics Program/Holton](#)
- [Dynamiques Interculturelles pour l'Europe \(review\)](#)
- [Management Across Borders \(review\)](#)
- [Putting Diversity to Work \(review\)](#)

"I saw the future, and it works!"/Boylan

The 2003 SE conference: "I saw the future, and it works!"

By Patrick Boylan

We smile at doctors who, while lighting a cigarette, lecture to us about the evils of smoking. And we laugh at professors of education who, from a podium before a group of hushed and immobile students, lecture about the merits of interactive learning and group work.

And yet, as European experts in intercultural learning techniques, we have come together for SE conferences year after year -- as consultants, business people, researchers, teachers from dozens of different countries -- to:

- 1) listen to prepared papers on specialized subjects -- just the sort of learning technique we would never dream of implementing in our work;
- 2) participate in seminars and workshops, few of which take advantage of the diversity of cultures (national, stakeholder...) present in the room -- just the sort of wasted synergy that we tell leaders of public and private organizations to rectify through our expertise.

Is it not time that we put into practice, in our own conferences, what we so ably preach?

This, in a few words, was the goal set by the SE Board for the 2003 Conference in Budapest. We of the Steering Committee eagerly made it ours. It proved not to be a simple task, however.

We rapidly discovered that it would be easier to get a doctor to break

his 30-year-old habit of smoking, or to get a venerable university professor to step down from his podium and invite his students to brainstorm in groups, than to convince many of our own members to call into question the value of the traditional conference format.

To be fair, experience was to show that our more recalcitrant members were in a certain sense right. It was an impossible task to find, on our first attempt, the exact dosage between top-down and bottom-up learning in a conference situation where interaction was limited to just three days and where expectations and styles of learning were so widely divergent. And yet, all in all, the vast majority of the participants rated the 2003 Conference a great success: certainly a breakthrough if not the final word.

Much of this success was due to Klara Falk Bano's impeccable organization of the event: this enabled participants to concentrate on learning from each other instead of trying to find rooms, remember schedules, plan meals and entertainment and so on. Much of the success was also due to the ability of the facilitators (Jeff Beeson's Entheos Group) to listen to criticisms and adapt on the spot. But probably most was due to the format itself.

One statistic tells it all. To the question: "Should a participatory conference format (similar to this year's Congress) be planned to follow-up this Congress?" the participants responded:

- 71 % Yes
- 22 % No
- 7% Don't Know

(from Jeff's report to the Board sent July 17, 2003.)

Opinions were mixed with respect to the specific innovations proposed. "Focus on learning experiences" was judged from average to very good as was the "Exploration of the past" activity. "Exploration of current trends and link to own learning environments" was judged even more favourably -- from average to excellent -- as was "Development and Presentation of scenarios". The highest rating was obtained by the "Collaboration opportunities" activity: very good to excellent. The remaining activities -- "Exploration of envisioned future", "Creation of desired future", "Presentation of collaborative plans" -- were, as the first two activities, judged from average to very good. To summarize: no "Poor" marks, too many "just Average" evaluations, a majority of fine to excellent comments.

Good then, but not good enough: the format needs to be tweaked so that future conferences offer participants adequate new content (which has traditionally meant prepared talks on research findings but surely we can find other ways!) together with a participatory, constructivist definition of learning needs and present knowledge.

Whatever form the SE conference takes in the future, the 2003 Budapest event is, in any case, sure to have a lasting effect. Bottom-up participation is here to stay and, thanks to the conference format, SE itself is becoming a year-round provider of training and research

initiatives, not just a conference organizer as in the past. Two examples of the last kind of change: the website forum (and Information map) and the eleven Project Groups formed at Budapest, which any SIETAR member (whether present at Budapest or not) may still join by going to the SE website and writing to the convenor of each project: www.sietar.de, click on CONGRESS '03 then on PROJECTS.

Revolts are immediate and produce few results. Revolutions are long in coming but when they happen, things are never the same again.

SIETAR's Hungarian Revolution will, it is safe to say, be long remembered.

Cross-Culture at the Cross-Roads/Jicheva

CROSS-CULTURE at the CROSS-ROADS

by [Maria JICHEVA](#) , Collghill-Berry, London

We have an intercultural consulting and training business. Our clients are multi-nationals, non-profit and government organizations, educational institutions and individuals. When someone asks us 'How's business?' Our response is ...'not bad, considering.....' It's what's behind 'the considering' that is creating a new cross-roads for us and perhaps for others in the intercultural industry. Why?

TO BE OR NOT TO BE

Threats:

The economy - As a soft-skill in a soft economy, cross-cultural training is considered 'carbohydrate' in this new Atkins world of 'lean & mean protein', and is the first to be cut. Our clients tell us this.

Post 9/11 - We have experienced a 30% drop in coaching and training requests from clients who formerly expatriated a steady stream of talent to an overseas assignment, particularly from the US.

"No longer new" - More people *have* managed successfully internationally, *have* lived in strange new places and thrived, and *have* contributed effectively to multicultural project teams. 'Cross-cultural competence' seems like "so what's the big deal.?"

Technology - The world is connected electronically so that a) moving abroad and frequent travelling can be (somewhat) replaced by video conferencing, email and virtual working together; and b) an encyclopaedia of information about -- anything & everything -- is available and accessible on the web.

Opportunities

We have been struggling, Janus-like, with how we look forward in new ways while building on the past.

We see these as opportunities:

Level & sophistication of audience - Though within our client pool, more and more companies and individuals have had cross-cultural exposure, we find that now they need to understand and practice how to *use* what they know to their competitive advantage. They have effectively bubbled over the most painful and time-consuming stage of developing skills and new practices that stick and add value. The opportunities to work on 'continuous improvement cross-cultural communication processes' are a new challenge and a new opportunity for everybody in the field.

Technology - As trainers and consultants this was the biggest hurdle for us to overcome: we like face2face interactions, and we believe in their ultimate value. We also are excited about the on-line opportunities that can be used to: a) create unique personal, cultural profiles, b) work simultaneously on-line with a client, c) be flexible in timing for both the client and trainer/coach, and d) offer cost-savings to the client in terms of travel and time saved

To E or not to E

The cross cultural field has faced one more threat – that of the Brave New World of E-learning. Despite of the controversies surrounding it, e-learning is here to stay. It has created a new frame of reference with new expectations and new rules. After recovering from some initial disappointment in e-learning (lack of commitment on the part of the learner, loss of interest, high drop-out rates, low ROI), companies are beginning to look at it as one of the essentials in their learning toolkit.

Culture and E-learning: After the first attempts to link cross-culture and e-learning (long self-assessments on CD ROMs and angry IT people refusing to install programmes on well protected corporate intranets), culture is making its way on the web. Advantages: Quick, easy access; flexibility – easy to change content, fast, affordable, seamless access; instant, intensive feedback. Disadvantages: Loss of human interaction so crucial for intercultural communication; focus on delivering content, not on skill development; turning a cultural tutorial into “click till you get it right” game.

To E in order to Be?

After struggling with the dilemma to use or not use e-learning in our cross-cultural work, we had to admit that the web is a powerful tool. Not to use it to support what we do could be both short-sighted and potentially dangerous. How has it worked for us?

Blended learning: Being trainers and interested mainly in the live-training events we developed our own “Blended learning package” in a way that the e-learning component supported and deepened the effect of the face2face event. We developed Argonaut, a cross-cultural self assessment and cultural resource. It extends the “learning moment” before and after the live training event. The learners have long-term access to their personal cultural map and link it to more than 40 cultural country profiles. The tool helps them identify strategies for

personal adaptation and transfer the skills they have developed in the face2face training. A simulation tutorial allows participants to apply the learning on-line and see for themselves how much trust they can build by using a variety of strategies. The personal cultural assessment part of the tool helps us identify potential problem areas and focus the training on them, making it more effective.

E-learning has enhanced both our programmes and the way we market them. We discovered that it is much easier to talk about what we do, when we can easily demonstrate part of it on the web. E-learning tools can "double up" as marketing tools as well and create new inroads into companies.

Tips for Creating a Global Corporate Ethics Program/Holton

Tips for Creating a Global Corporate Ethics Program By Valerie Holton

The recent wrongdoings in global corporations have caused business leaders, academics and the general public to revisit issues around corporate governance, business ethics, and the importance of personal and group integrity. A multitude of pressures - competitive stresses, short-term earnings focus, the erratic and volatile economy, and the difficulties of working in a multinational environment with different cultural norms - all add to imperfect ethical decision making.

This article will discuss briefly the historical framework of business ethics, the difficulties of designing international standards, and several strategic and tactical considerations when designing global ethics initiatives.

Historical Framework

In the United States business ethics is a relatively modern business discipline emerging from the social, civil and post-Vietnam War political issues of the 1960s, the misconducts of the 1970s (Watergate and the insider trading scandals) and the early 1990s federal government mandates for companies with federal contracts. These significant events resulted in the creation of two regulatory documents that framed legal parameters around certain business conduct - the Foreign Corrupt Practices Act (which focused on bribery in foreign countries) and the U.S. Sentencing Guidelines (which encouraged companies contracting with the Federal government to put in place ethics standards).

Recently, as a result of the recent corporate scandals, the U.S. government passed the Sarbanes-Oxley Act which focuses on accounting standards and board governance reform.

Around the world business ethics policies have evolved differently. Australia had trade practice laws in effect 10 years prior to the U.S. Currently over fifty percent of European companies have an ethics code, while in the U.S. approximately 80 of companies have a code of conduct. What is different, and not surprising from a cultural viewpoint, is that that the U.S. ethics codes are based primarily on U.S. legal requirements, while in other parts of the world, particularly Europe, less than 20% of the codes are legally driven. This certainly

reflects the well-known litigiousness of the United States!

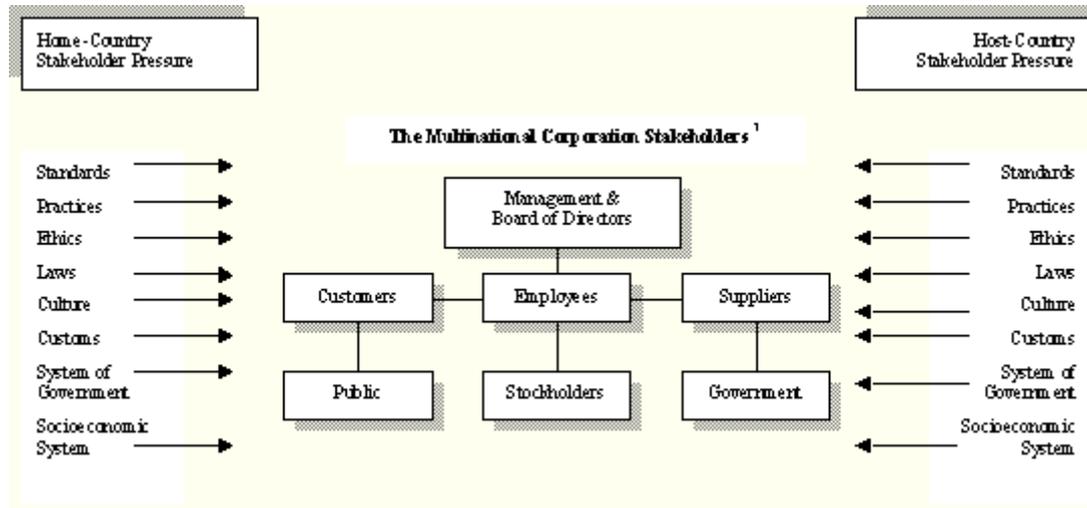
This legal focus has increasingly become complicated as more and more companies become "multi-national". Suddenly country specific laws and restraints are less relevant. Domestic compliance codes which are focused on laws and regulations of one country may not be appropriate overseas where laws in each country may be very different. In fact, even the word "ethics" is culturally interpreted. The word ethics does not translate in Japan and the concept of business ethics is viewed in terms of loyalty to one's company. In the United States equality and fairness are the underlying ethical principles, in the Middle East ethics is more closely associated with etiquette, and in Europe ethics has a strong moral underpinning.

Strategic Guidelines for Designing a Global Ethics Initiative

A company planning the design of an ethics program should begin with a high level "needs assessment". Answers to fundamental questions such as Why are we doing this? Who do we want to "educate" and inform? What outcomes do we want from the program? How will we measure our success? are critical to the program design process.

An additional way to approach the design of a global ethics program is to consider both the various groups impacted (the stakeholders) as well as each country's unique societal pressures, laws, etc. By taking this "macro" approach (see chart below) the company can design its ethics initiatives more strategically, and then can design the tactical plan for the department's structure and implementation.

{ref SHAPE * MERGEFORMAT }



Tactical Design of a Global Ethics Program

In the United States companies design their ethics programs around the following key components:

1. A code of conduct
2. An Ombudsmen role and/or "helpline" communication tool (phone or e-mail) that allows employees to confidentially raise any ethics questions or concerns
3. Ongoing training for all employees
4. Communication tools such as newsletters, e-mail broadcasts, bulletin boards

5. Monitoring and auditing tools to measure the program's success

To implement ethics standards internationally companies should consider taking the following additional steps:

1) Conduct a global audit consisting of interviews, focus groups, etc. that addresses questions such as: "What are the areas and business actions most likely at risk of misconduct?" and "Are there potential conflicts between the company's standards and local practices?" Not only will this initial research help design the standards, but it will be critically important in getting the buy-in of employees outside the headquarters country so that the program is not seen as only home-country centric. This information will also be critical in the training design and communication programs.

2) Include international personnel from business units and functional areas (particularly finance, legal and HR) in the design of the global code of conduct. Decide how corporate standards will be applied across geographies and cultures. Will standards be applied universally? Will local regions have their own standards or will there be a core set of principles that will be modified within certain limits?

3) Consider having local ombudsmen. It is unlikely that overseas employees will contact headquarters' ethics offices for a variety of reasons including time zone and cultural differences. Build the infrastructure that monitors and enforces the standards as determined

4) Constantly communicate, educate and train all employees on the concepts of corporate responsibility and integrity. When communicating the ethics and training programs internationally, companies must be careful to omit home country cultural references and should confirm that the wording and concepts are understandable within cultural contexts. Place all documents in the different languages of employees and verify translation.

Find outside resources to help you.

There are many consulting organizations that can help you with each stage of setting up your ethics programs. For training design there are lots of resources available. The Ethics Resource Center (ethics.org), Ethics Officers Association (eo.org), the Center for Business Ethics at Bentley College (bentley.edu), the Ethical Leadership Group (ethicalleadershipgroup.com), and the International Business Ethics Institute (business-ethics.org) are all organizations that can directly help you with turn-key or customized programs in place.

VALERIE HOLTON is the Marketing Director for IOR Global Services located in Detroit, Chicago and London. IOR provides intercultural services such as intercultural training, language tutoring, destination assistance, and group management training to global companies. Ms. Holton has over twenty years of marketing experience. Ms. Holton holds a B.A. in political science from Northwestern University, and an M.B.A. from the Kellogg Graduate School of Management, Northwestern University. In addition, she recently completed an Advanced Certificate in Business Ethics from Bentley College in Waltham Massachusetts.



Dynamiques Interculturelles pour l'Europe (review)

Dynamiques Interculturelles pour l'Europe

Par Jacques Demorgon, Edmond-Marc Lipiansky, Burkhard Müller, Hans Nicklas, *Dynamiques interculturelles pour l'Europe*, Paris, Anthropos & OFAJ.

Diffusion: Economica, 2003.

Les problèmes en suspens ne manquent pas à l'Europe : ajustements euro-américains, adoption de la constitution, élargissement à l'est. On oublie cependant de faire le lien entre cette "grande politique" et les citoyens. Nous donner les moyens de faire ce lien, telle est l'ambition d'un récent ouvrage, produit par une équipe de chercheurs universitaires et de terrain, - dont certains sont membres de SIETAR - allemands et français, travaillant, ensemble, dans l'éducatif européen et dans les entreprises.

Le livre, "Dynamiques interculturelles pour l'Europe", présente une comparaison internationale des formations interculturelles dans tous les domaines. Surtout, il constate qu'en Europe, aujourd'hui, les échanges, par exemple professionnels, universitaires, avec leurs durées de séjour plus longues, conduisent à des découvertes personnelles des cultures dans leurs réalités institutionnelles et quotidiennes.

Il est dès lors possible d'accompagner ces expériences de nouvelles formations plus étendues, plus profondes. Elles ne séparent plus histoire et stratégie, pays et personne, culture acquise et culture en cours, violences extrêmes et interculturations étonnantes. Elles nous montrent comment multiculturalisme transculturel et interculturel se conjuguent au cours de l'adaptation des sociétés. Elles définissent les moyens de stratégies interculturelles inventives, redonnant aux acteurs des degrés supplémentaires de liberté créatrice.

On a là un livre stimulant pour la précision des définitions, la description des expériences, de leurs méthodes, de leurs évaluations et les exigences de ces nouvelles formations : théoriques, pratiques, politiques. A lire et à mettre en oeuvre.

Management Across Borders (review)

MAB - Management across Borders

Editors: Frank Brück / Astrid Kainzbauer / Helmut Kasper / Wolfgang Mayrhofer

The MAB series is focused on publications dealing with cultural aspects of international business. The editions use multidisciplinary approaches and are published in German or English language. The first 2 books of the series are available now!

Astrid Kainzbauer

Kultur im Interkulturellen Training

Der Einfluß von kulturellen Unterschieden in Lehr- und Lernprozessen an den Beispielen Deutschland und Großbritannien

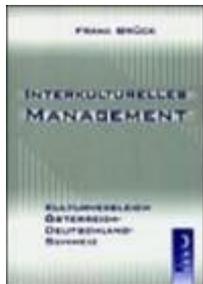
IKO Verlag, Frankfurt 2002, ISBN 3-88939-637-2

Cultural differences in training styles - are German and British intercultural trainings really different?

Astrid Kainzbauer's book demonstrates culture's influence on management trainings and the respective implications for planning and implementing trainings in different cultures. The author has conducted a study on differences in training styles and their cultural background in Germany and Great Britain. The cultural differences that have been identified through interviews and training observations include

- German Theoretical Orientation versus British Practical Orientation
- German Explicit Communication versus British Implicit Communication Behaviour
- German Task Orientation versus British Person Orientation

The publication analyses the implications of cultural preferences on teaching and learning styles, programme contents, training activities and training structure, as well as the role of the trainer and the role of training participants. The book intends to encourage educators and trainers to prepare their programmes in a culturally compatible way.



Frank Brueck

Interkulturelles Management

A comparison of the cultures of Austria-Germany and Switzerland

IKO Verlag, Frankfurt 2002, ISBN 3-88939-586-4

By using the method of relative cultural standards Frank Brueck analyses the subtle cultural differences amongst Austria, Germany and Switzerland. The results of the survey lead to a better understanding of the sometimes difficult relationship of these three cultures. The author demonstrates how cultural differences influence management and training styles. A large number of practical examples in so called critical incidents make this book a valuable resource for managers, trainers and all people who want to learn more about German speaking Europe.

www.iko-verlag.de

Putting Diversity to Work (review)

Putting Diversity to Work: What to know and do to get the best out of a diverse workforce.

by SIETAR members Simma Lieberman, George Simons and Kate Berardo,
Reviewed by David C. Wigglesworth, Ph.D.

A Fifty-Minute Series Book from Crisp Publications, a division of Course Technology/Thomson Learning. <http://www.crisplearning.com> . Ph +1 800-442-7477; fax +1 650-323-5800.
115 pages, ISBN: 1-56052-695-5. Price: \$13.95. October 2003

Just when you think that everything has been written about diversity, you come across a new work that opens up your eyes and your thoughts and steers you to new perspectives on the subject. This is a tremendously powerful, highly valuable, extremely practical, and keenly insightful book by Lieberman, Simons, and Berardo.

Putting Diversity to Work is a wonderful can-do workbook that we come to expect from Crisp Publications. These books are designed to be read with a pencil in hand either by yourself or in tandem with a friend or colleague. They are also useful in classroom situations. This book can be utilized in the above ways but I think it will be most useful in facilitated workshops which can allow for a greater sharing of knowledge and perspectives.

In an interactive foreword we are asked to assess where we feel we and our organization are relative to the business case for diversity. It is a stimulating exercise that helps to prepare us for the rest of the text.

Part One address the enabling of your organization. It looks at: building the business case for diversity and focuses on profit, people, and the planet. It calls for making a map of your shareholders and developing a threes stage process for creating stakeholder synergy to support your diversity effort and develop a business strategy to continuously gain a competitive advantage. Additionally, part one calls for benchmarking best practices and it provides ways of measuring success through an acronym, ROIC - Return on Investment Capital that underscores the characteristics of a successful diversity initiative. ROIC equals Relevant, Owned by all, Inclusive, and Complete.

Part Two is concerned with developing ourselves that includes looking at our own values and knowing our own biases and assumptions. It discusses common ideas about diversity, what it actually is, and how to think outside the box. In various exercises we look at differences in the workplace, learning about others, and steps to take to become a diversity leader in our organizations.

Part Three gets to some of the nitty-gritty of diversity efforts as we

view such topics as: what managers must know and DO, face to face communication, gathering input from employees, and diversity and new ways of working. This section has two sidebars: Ten Tips for Managing Multicultural Employees and Ten Tips for E-Mailing across Borders and Cultures. While not presented as panaceas these tips are great guides that can enhance our effectiveness.

Part Four brings it all together addressing the Empowerment of Diversity by recruiting for diversity, assessing one's interviewing skills, introducing new people, retaining the best people, and promoting the best candidates. Also, we look at encouraging diverse leadership styles that include hearing from everyone and mapping the diversity challenges. The section concludes with perceptions on managing people in conflict and dealing with sexual harassment issues.

At the back of the book we find authors' notes on the exercises and case studies and an impressive and helpful list of resources.

What is unique about this book, aside from the fresh inputs it offers, is that by reading the material and doing the exercises we can become more competent in providing enabling diversity leadership in our organizations. The authors have provided a real service to the profession in producing this valuable work. I heartily recommend it to one and all.

Long time SIETAR member David C. Wigglesworth, Ph.D., is an interculturalist, is an international management and organization development consultant with D.C.W. Research Associates International, 2606 Parkdale Drive, Kingwood, Texas 77339-2476 USA. Tel: 281-359-4234; Email: dcwigg@earthlink.net

3. Members

This area lists new members as well as projects and activities, e.g., research, discussions, presentations, trainings, etc. being conducted by SIETAR members or opportunities offered to SIETAR from non-members looking for intercultural expertise.

New Members

Here are 10 new members who have joined SIETAR EUROPA since March 2003. Some of them chose to speak about their expectations for SIETAR.

NAMAZIE Pari

I am pleased to be a new member at SIETAR. As I am developing the intercultural field in Iran, it is particularly interesting to me to become aware of intercultural issues and development in the field, specially in relation to a new country and market; Iran, in which quite a number of multinational companies are present.

I hope this will be the beginning of an intercultural future in Iran and the region. One day, I hope to see SIETAR Middle East added to the list of chapters. I believe it will be a significant chapter in the intercultural field. Thank you

Managing Director
Atieh Roshan
Tel: +98-21- 286 8032
Fax: +98-21- 286 8669
mail: pari@atiehroshan.com
web: www.atiehroshan.com
links: www.atiehbahar.com
www.atiehassociates.com
www.adpdigital.com

BERARDO Kate

I'd be happy to share my expectations of joining Sietar-Europa. Mostly, I look forward to sharing ideas and resources with other members and discussing the directions our field is headed in now and in the future. I also hope to build a stronger network of intercultural colleagues to do joint-projects with and to become involved with Sietar Congresses and Events.

Kate Berardo is a Northwestern University educated (USA) interculturalist currently living and working in Sapporo, Japan. She helps people from different cultures, backgrounds, and schools of thought understand each other and work effectively together. As a co-author of the upcoming *Putting Diversity to Work*, Kate has helped managers leverage the diversity present in their organizations and businesses to improve working environments and increase profitability.

Kate Berardo
AEON Sapporo Kitaguchi
Tokan Sapporo Ekimae Bldg. 5F

4-1-1 Kita 7-Jo Nishi, Kita-Ku
Sapporo, Hokkaido 060-0807 JAPAN
kateberardo@yahoo.com

COLLEY Dianne dcolley@pacific.net.sg

DE GROOT Clydette GONDOR Andras gondorandras@ideacom.hu

EILERS Franz Josef fabc_osc@eastern.com.ph

GÖNDÖR Andras gondorandras@ideacom.hu

LACAVA Jacques lacavaj@lacava.net

OLOFSSON Gwyneth gwyneth.olofsson@communico.o.se

STRAUMANN Chisato chisatonets@netscape.net

ZITEK Joanne jzitek@gis.net

Remember-your updated membership list is an important working tool

Don't forget to give Christine Longé, Secretary at the [SIETAR Europa Office](#) your updated contact information if you move, change email addresses, phone numbers, etc. 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 in the newsletter. Thanks for keeping us au courant.

- [Gothenburg University International Conference](#)
- [Tool Box Intercultural Management](#)
- [Seven different workshops](#)
- [Coaching skills at Mozaik International](#)
- [Intercultural Developments in Bulgaria](#)
- [Forum des Européens](#)

.....

Gothenburg University International Conference

**Invitation to Gothenburg University International Conference
on "Intercultural Communication at Work"**

Gothenburg University and the Nordic Network of Intercultural Communication (NIC) present their 10th NIC Symposium held in Gothenburg, Sweden, 20-22 November 2003.

Members from SIETAR are welcomed to attend this conference and to take part in the very latest research made in the increasingly important field of Intercultural Communication and meet the top professionals in the field.

Early Registration on or before 30 August 2003: EUR 55 or SEK500,
Registration 1 September 2003 or thereafter: EUR 70 or SEK650

For more information on the conference, visit www.ling.gu.se/projekt/nic/ where you will also find an online registration form to register your attendance.

NIC 2003 are also looking for sponsorship contributions to the event. Current sponsorship options can be found at www.cordeiroconsulting.com/nic/index_sponsorship.html

For further queries, please contact:
Cheryl Marie Cordeiro
cordeiro@ling.gu.se

NIC 2003 Organizing Committee / Corporations & Businesses

Tool Box Intercultural Management

COOPERATION-PARTNERS WANTED:TOOL BOX INTERCULTURAL MANAGEMENT

As a network of German consultants, trainers and coaches, we share our materials and experiences working with groups and individuals in tool boxes. We use this tool boxes as professional exchange, but also for knowledge-management and blended-learning processes with our customers/clients. We have developed 4 professional tool boxes and 2 specialized tool boxes for customers till now.

The tools (texts, exercises, structured experiences, transparencies, role-plays etc.) are embedded in a good structured software, so that the suitable tool for different situations can be easily found. The tool boxes are distributed as cd-roms, in intranet and internet. For more details see www.werkzeugkasten-interaktiv.de .

We intend to develop a tool box for intercultural management/communication and are looking for partners, who

- have practical experience in consulting, training, coaching in this field,
- are willing to exchange their tools and experiences with colleagues,

- are interested to invest time in developing a business with such a tool box (i.e. financed project, joint venture etc.).

Contact: juergenlehmann@t-online.de

Seven different workshops

On behalf of Prof. Samuel van den Bergh, who is a member of SIETAR, we would like to publish the following coming-up event in Winterthur: ICPT is featuring seven different workshops with internationally recognized experts in the intercultural field starting:

- **November 27th to December 6th, 2003.**

Milton Bennett and Janet Bennett
"Intercultural Communication for Practitioners"

- **November 27th through 29th, 2003**

Sivasailam "Thiagi" Thiagarajan and Samuel van den Bergh
"Managing Multicultural Teams"

- **November 28th/29th, 2003**

Sivasailam "Thiagi" Thiagarajan
"Interactive Experiential Strategies for Crosscultural Training"

- **November 30th/December 1st, 2003**

Anita Rowe
"Managing Diversity in Organizations"

- **November 30th and December 1st, 2003**

Milton Bennett and Janet Bennett
"Developing Intercultural Competence: A Trainer's Perspective"

- **December 2nd/3rd, 2003**

Michelle Le Baron
"Resolving Cross-cultural Conflicts"

- **December 2nd/3rd, 2003**

Milton Bennett
"IDI Qualifying Seminar"

December 4th through 6th, 2003

On our website you'll get more detailed information about the workshops:

www.zhwin.ch/ICPT

Coaching skills at Mozaik International

Kathleen Dameron (SIETAR France) and other colleagues will be conducting a three part 2-day workshop on Coaching someone to become more intercultural at Mozaik International, a leading institution in France that trains coaches and consultants in the art of accompanying change. The seminar series will be run in French.

- ***Part One***

What do intercultural theories bring to the coach in order that we as coaches develop tools and processes? What qualities and skills do good multicultural players have?

Pre-requisite: having read Camielleri, Hall, Hofstede, Trompenaars, Lewis

- ***Part Two***

Coaching an individual through the process

Part of the workshop will be coaching individuals towards more multiculturalism of ONE particular cultural. How to open up towards more than one?

- ***Part Three***

Coaching multicultural teams Tools and process for accompanying managers as well as members of a multicultural team. A look at theories from several fields and how to develop our tools. Part of the workshop involves coaching members and managers of multicultural teams.

IF you are interested in enrolling as a participant please look at the mozaik website.

mt.mozaik@wanadoo.fr

Intercultural Developments in Bulgaria

Intercultural Developments in Bulgaria

(Richard Fay, University of Manchester, and Leah Davcheva, British Council Bulgaria)

Colleagues may be interested to hear about a number of connected

intercultural projects and course developments in Bulgaria. Specifically:

1. the ***Intercultural Studies for Language Teachers*** (ISLT) distance learning course;
2. the ***Intercultural Communication for Translators and Interpreters*** (ICTI) distance learning course; and
3. the ***Intercultural Helpdesk*** (or more officially, 'A Helpdesk for Intercultural Learning Materials').

Each of these projects builds upon the activities of language teachers and language teacher trainers in Bulgaria (as managed by the British Council and supported by consultants from the UK) regarding the integration of intercultural learning within foreign language education. In particular, the above projects resulted from the development of ***Branching Out: A Cultural Studies Syllabus*** (British Council Bulgaria, 1998; Davcheva et al, 1999) and the subsequent large-scale project to disseminate this syllabus through collaborative classroom research more widely throughout language education circles in Bulgaria (Davcheva & Fay, 2000).

The ISLT course resulted from a desire to continue the dissemination project. It is a distance learning course written by language teachers for language teachers which encourages teachers to develop their pupils' intercultural communicative competence (ICC) as well as their linguistic skills. It was developed between 1999-2001 and to date has been presented four times to participating teachers mainly in Bulgaria and occasionally in Romania and Greece. Evaluation of the course has identified the need to explore more critically what is involved when experienced language teachers systematically undertake further study to develop their own as well as their pupils' ICC. In this sense, the ISLT course is concerned with developing the teachers' Professional ICC (PICC), an element that will be strengthened when the course is revised.

The concept of PICC is also being built into the translators' course (ICTI) from its inception (Fay & Davcheva, forthcoming). This second distance learning programme is being written by experienced translators and interpreters for their fellow practitioners who are either less experienced or who have somehow missed out on systematic training for their professional roles. It will be offered to participants for the first time in spring 2004.

Both of these distance learning courses involve transnational collaboration and this raises the issue of appropriate distance learning methodology and intercultural aspects of education practices (Fay & Hill, 2003) as well as the interculturally sensitive areas of technology transfer and globalisation (Fay, Hill & Davcheva, 2002).

The third project involves the setting up of the Intercultural Helpdesk in January 2003 with the purpose of advising schools and publishers about the potential and problems from an intercultural educational perspective of the curricula and textbooks used in schools. At the moment, the work of the Helpdesk is being focused through a British

Council managed project, a Bulgarian outcome of an earlier COMENIUS project involving colleagues in Belgium, Greece, Italy, The Netherlands, Poland, Romania, Spain, and Sweden (eg Sercu, 1999; Sierens, 2000). The IC Helpdesk project involves 26 teachers and a UK consultant in developing a clear view of the coherence of the Bulgarian primary and secondary curricula with regard to the elements and processes of intercultural education. This evaluation acts as the foundation for the Helpdesk to develop its Mission Statement and to produce the criteria to be used in evaluating the educational materials used in delivering these curricula. By the time the project ends in spring 2004, the team will also have produced some sample evaluations as a model for further work of a similar character.

Further information about any of the above projects can be obtained from either:

richard.fay@man.ac.uk

or

leah.davcheva@britishcouncil.bg

References

British Council (1998) ***Branching Out: A Cultural Studies Syllabus***. Sofia, the British Council Bulgaria.

Davcheva, L. & R. Fay (2000) "Disseminating a Cultural Studies Syllabus for Foreign Language Teaching in Bulgaria: Collaborative Classroom Research" in M. Beaumont & T. O'Brien (Eds.)

Collaborative Classroom Research in Second Language Education, pp.95-108, Stoke, Trentham Books.

Davcheva L., H. Reid-Thomas and A. Pulverness (1999) "Cultural Studies Syllabus and Materials: A Writing Partnership", in C. Kennedy (Ed.) ***Innovation and Best Practice***, pp.59-68, Harlow: Longman.

Fay, R. & L. Davcheva (forthcoming) "Developing Professional Intercultural Competence: Reflections on DL Programmes for Language Educators, and Translators/Interpreters in Bulgaria", B. Holmberg, M. Shelley & C. White (Eds.) ***Languages and Distance Education: Evolution and Change***, Clevedon, Multilingual Matters.

Fay, R. & M. Hill (2003) Educating language teachers through distance learning: The need for culturally-appropriate DL methodology. In *Open Learning 18(1)*, 9-27.

Fay, R., M. Hill & L. Davcheva (2002) "The Transfer of Distance Learning Practice Across Contexts: Developing Language Teacher Education Programmes in Britain, Greece, and Bulgaria", in W. Leal Filho (Ed.) ***Prospects of Integration and Development of R&D and the Innovation Potential of Black Sea Economic Co-operation Countries***, pp.159-174, Amsterdam, Netherlands, IOS Press / Kluwer Academic Press (NATO Science Series).

Sercu, L. (1999) ***National Helpdesks for Intercultural Learning: A Guideline***, Utrecht, Parel (National Advisory Centre for Intercultural Learning Materials).

Sierens, S. (Ed.2000) ***Us, Them, Ours: Points for Attention in Designing Interculturally Sound Learning Materials***, Gent, Steunpunt Intercultureel Onderwijs, Universiteit Gent.

Forum des Européens

Le Forum des Européens est une émission de reportages et de débats diffusée chaque samedi à 19 heures sur Arte (en France et en Allemagne). Autour d'un thème différent pour chaque émission, un invité (expert, homme politique, témoin, ONG, etc) est interrogé par deux journalistes (une Française, un Allemand) sur la base de 3 reportages tournés dans trois pays d'Europe. Le prochain numéro, samedi 6 septembre, est consacré aux atteintes aux libertés individuelles conséquences de la réaction aux attentats du 11 septembre (reportage en Allemagne, en Grande Bretagne et en France).

L'émission est enregistrée à Paris, une à deux semaines avant la diffusion. L'enregistrement prend une heure à une heure trente.

Pour le mois d'octobre, nous préparons un forum sur les Européens qui choisissent de quitter leur pays d'origine pour s'installer dans un autre pays d'Europe. Nous nous intéressons surtout à ceux pour qui cette expatriation est un choix culturel, une attirance vers un autre mode de vie (par opposition à ceux qui s'expatrient seulement pour leurs études, pour leur profession).

Nous recherchons donc un spécialiste de ces questions culturelles et des enjeux de l'expatriation (en Europe) : pourquoi part-on, quels sont les critères pour choisir un pays ? Qui part ? Comment s'acclimate-t-on à son nouveau pays ? L'acculturation est-elle complexe ? Rapide ? etc... Quels pays attirent le plus ? ...

Pourriez-vous nous aider à trouver quelqu'un qui puisse répondre à quelques unes de ces questions et qui serait prêt à venir à Paris pour un enregistrement (ses frais sont évidemment pris en charge). La nationalité importe peu : Allemand, scandinave, italien : nous sommes ouverts à toutes les langues... et nous apprécions de ne pas avoir à nous limiter à des chercheurs français, l'émission se veut européenne.

N'hésitez pas à me recontacter si vous avez des questions supplémentaires. D'avance, je vous remercie pour votre aide.

Frédéric Boisset

Arte - Le forum des Européens

Mobile : 00 33 (0)6 64 95 20 34

tel : 00 33 (0)1 40 60 46 91

fax : 00 33 (0)1 40 60 45 99

La compagnie des Phares et Balises

49, boulevard du général Martial Vallin

75015 Paris - France

fboisset@yahoo.com

Writing for & advertising in the SE Newsletter

IMPRESSUM

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. Issues will appear in January, March, May, July, September, and November. All communications and materials that you wish to submit should be sent to the office, preferably by formatted email attachment by the 15th of the month previous to the month of issue.

How to contribute to the SIETAR Europa Members 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
- 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 newsletter@sietar-europa.org.

The editors reserve the right as to the final decision of the timing and content that 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 happening in the SIETAR Documentation Center events calendar which you can reach from the newsletter but also from 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 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 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.

1. Title: in UPPERCASE letters
2. Author: Full names of the author(s) and/or editors.
3. Publisher or producer: (The publisher's or product producer's name, address, and website or contact information).
4. 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.
5. The review: up to 500 words.
6. 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 Longe](#), the SIETAR Europa office secretary. Your assistance and ideas are always welcome. Please contact her. The following schedule obtains for sponsorship and advertising.

Sponsorship & advertising in the Newsletter

Why advertise on the SIETAR Europa electronic Newsletter?

It 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 on the website in the SIETAR Europa electronic Newsletter

1. Arrange your advertising needs with

[SE Office](#) if you are interested in sponsoring or advertising in an issue of the SE Newsletter.

2. Send computerised ad (file) as an attachment to the

[newsletter mailing address](#) :

3. 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" 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
- Visa, MasterCard or Carte Bleu. Please indicate
 - the kind of card
 - your name as written on the card
 - the card number and expiration date.

What does it cost per issue?

Newsletter sponsor:

(one only per issue)	300€00
Full page ad	250€00
additional months, per month	25€00
Banner ad	150€00
additional month, per month	15€00
Simple listing or link	
(100 words or less)	25€00

Discounts:

Please contact the [SE Office](#) if you are interested in sponsoring or advertising in an issue of the SE Newsletter. for 2 advertisements 10%
for 4 advertisements 30%

Which formats are possible?

You can send your ad in a number of formats:

- .doc
- .rtf
- .txt
- .jpg
- .bmp
- .eps
- gif
- .ps
- .tif
- .pdf
- .pcx
- ... and more

- [Review Log](#)

Review Log

Materials submitted by SIETAR members or others for review will be listed here and made available to SIETAR members wishing to review them from the [SIETAR Office](#) . When completed, reviews will be published here.

There will also be a listing of items received in hard copy by the office that may be of interest to members, e.g., Mailings, directories, guides, etc.

Received for Review

Hammer, Mitchell R., *The Intercultural CONFLICT Style Inventory (ICS)*, 2003. Hammer Consulting Group. North Potomac, MD USA.

Williams, Mark A., 2003. *The Ten Lenses: Your Guide to Living & Working in a Multicultural World*, Capital Books, Inc. Sterling Virginia, USA