

# SIETAR Europa Newsletter November 2003

## Welcome

We are pleased to be able to offer you this month's news and resources in a new format that can be either read online or downloaded and printed out for your next airplane ride or visit to the dentist's waiting room.

As you can see in the pages that follow, it has been a busy fall with the newly restructured Board of Directors and so many members active in following up on the fresh directions, projects and activities that came out of the Budapest Congress. Most exciting is the transformation of SIETAR Europa into being a truly representative body that can attend to the transnational issues that affect all the SIETARs and concern the intercultural professions. All of us are SIETAR Europa at the same time that we are active in and support our local SIETAR groups and projects.

In this edition you will see that plans for next year's congress in Berlin are moving along steadily. There are reports of local SIETAR activities and the development of the new SIETAR-Turk. There are reviews of new books and tools. You will be introduced to recently joined SIETARians and made aware of intercultural events and opportunities.

We hope you will take time to enjoy this edition and accept our invitation to contribute to an even larger and more varied next edition in January of the new year.

Our special thanks go to Jan Verhoeven and Inter-Ethnic Management b.v. for their generous sponsorship of this month's newsletter.

Christine Longé, Secretary  
SIETAR Europa Office  
on behalf of the Members and Board of Directors

### About the Newsletter

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

## How to contribute to the Newsletter

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

We invite:

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

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

## News and developments

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

## Upcoming events

We will list what is 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 new items for review review log, where members who are interested in reviewing them may request to do so. We will also proactively look for reviewers when materials are sent to us. Your review will then be published in the monthly newsletter.

### **Reviewing a product**

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

### **Review Guidelines**

Please follow this format for producing your review.

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

### **Getting involved**

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

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

### **Who should advertise?**

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

## How to advertise

Arrange your advertising needs with **Error! Hyperlink reference not valid.** if you are interested in sponsoring or advertising in an issue of the SE Newsletter. Send your computerised ad (file, e.g., .doc; .rtf; .txt;.jpg; .bmp; .eps; .gif; .ps;.tif; .pdf; .pcx) as an attachment by email to the [SE Office](#).

## What does it cost to advertise?

Newsletter sponsor: (Newsletter title page, one only per issue)	300€00
Full page ad	250€00
Full page ad additional issues, per issue	25€00
Banner ad	150€00
Banner ad additional issues, per issue	15€00
Simple listing or link (100 words or less)	25€00
Discounts:	
for 2 advertisements	10%
for 4 advertisements	30%

## Arranging Payment

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

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

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

## 1 1. SIETAR NEWS

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

### ***1.1 SIETAR Europa October Board Meeting***

#### **Highlights and decisions**

Members of the SIETAR Board met October 17-19 at the Chateau Agecroft in La Napoule, France. Here is a brief report of the principal discussions and decisions taken. Full minutes when approved will be posted on the SIETAR Europa site.



Klara Falk Bano (Hungary) and Francien Wieringa (Netherlands) at work

The board meeting began with a discussion of the organizational status of SIETAR Europa. Being registered as an association with an office in France and Europe wide affiliations has shown us that there are a lot of unanswered questions about how to

operate a transnational society despite progress in the EU. We will be researching and pursuing the best options for this.

The Budapest Congress goes on. The board discussed and supported the many initiatives of individuals and groups stemming from the work done in Budapest. Documentation on video and flipchart of the discussions and ideas will continue to provide a rich source of progress for SIETAR. Raw versions of the videotapes of the entire conference are now in the SIETAR office and Monica Armour will be shortly delivering an organized report of the discussions recorded on paper. The board worked on guidelines for how to maximize the use of these resources and, at the same time, preserve the privacy of the participants to the degree they would prefer.



Lunch overlooking the Mediterranean. Left to right: George Simons (France), David Walsh (Ireland) Klara Falk Bano (Hungary) Jan Verhoeven and Francien Wieringa (Netherlands), Nathalie Lorrain (France), Maria Jicheva (UK) and Christine Longé (SE Office Secretary)

The board discussed the relationship among the SIETARs both within Europe and worldwide. Particularly it is important to remind the membership to think in terms of how we implement the principles of the new statutes. SIETAR Europa is no longer just one SIETAR among many, but a coordinating body that, while it continues to serve some direct members, represents, supports and coordinates efforts for all the European SIETARs. Now that the board members fully representative all our regional groups, it can function more effectively in pursuing the interests of SIETAR and the intercultural professions. As the SIETAR Europa office continues in the role of Global Hub for SIETAR, we will be making efforts to improve communication with SIETARs worldwide and with Young SIETAR.



David Walsh (Ireland) organizes ideas

George Simons (France) delivered a report on his recent visit to Istanbul to support the development of SIETAR Turk and further explore the possibility of holding the 2005 SE Congress there. The group in Turkey is organizing quickly and has formulated some fresh ideas about membership for groups in developing countries that you can read about in other articles in this issue. We are suggesting to worldwide SIETARs that the 2005 Congress in Istanbul be an international one, not just a European meeting.

The next SE board meeting will be held in Istanbul 6-8 February 2004 hosted by SIETAR Turk. Members are encouraged to come early and stay late in order to learn more about the SIETAR Turk group and their environment and to make preparations for the 2005 Congress. Jan Verhoeven will be making a preliminary visit to work with SIETAR Turk members and he has been appointed to facilitate the next meeting of the board.

The Saturday morning session of the board meeting at La Napoule centered on the future of European SIETAR. Now that the new structure is in place we created a working plan for revisiting the mission of SIETAR and the services it provides its members and its status as a professional organization in the world of intercultural affairs as well as its efforts to serve organizations and individuals with intercultural expertise, learning and research. An agenda was created for doing this work between board meetings and creating a set of actionable items for both immediate and long range implementation.

Francien Wieringa and George Simons will work on the consolidation of the vision, mission, aims and objectives, while the board will lay out a structure to deliver the services and meet the objectives of our professional organization and strengthen the work of the Funding, Membership, Marketing/PR and Communication/Newsletter committees.



"La vie en rose" : Jürgen Henze (Germany) & Ida Castiglione (Italy) listen to chanteuse Gabriella at dinner.

## 1.2 Budapest Congress Updates

### 1.2.1 Dare to Share Meetings

**When?** Friday and Saturday Nov. 7<sup>th</sup> – 8<sup>th</sup> 2003

**Where?** In Holland—Amsterdam, the Hague, Utrecht .

**Why?** To learn from each other, to share our experience, to get to know one another better, to make the network we began weaving in Budapest stronger, to have fun!

**What will we do?** On Friday afternoon we will go to the Hague and visit the Ministry of Social Affairs and Labor Market for a presentation on the situation of ethnic minorities in Holland by one of the staff members there. Afterwards we will visit the city and enjoy a delicious traditional rijsttafel together.

On Saturday we will spend the day at Bella's office (Sovov, Wijk bij Duurstede) a beautiful small Dutch village near Utrecht. There we will each have the opportunity to do a presentation of our competence and knowledge. We will be able to discuss issues that are important to us. After a lunch break we can visit some of the monuments in Wijk bij Duurstede. In the afternoon we can plan how we will contribute to the Berlin conference next year. Saturday night is for socializing, doing Amsterdam by night or whatever.

**How will we meet?** Bella and Katy will be at the restaurant of the central railway station in Amsterdam to greet you between 11:00 and 12:00 on Friday. Then Bella will escort us to the Hague. The presentation will start at 13:30 hours.

**Where will we stay?** Bella has found some nice and reasonable (between 40-50 Euros) hotels in Amsterdam. You can see them on the web and book. Please note that you are responsible for your own hotel reservation! (I have just made mine at the Hotel Asterisk and would love some company J)

Hotel Old Quarter ([www.oldquarter.nl](http://www.oldquarter.nl))

Hotel Asterisk ([www.asteriskhotel.nl](http://www.asteriskhotel.nl))

Hotel Art Gallery ([www.artgallery-hotel.nl](http://www.artgallery-hotel.nl))

[Hotel Plantage \(www.hotelplantage.nl\)](http://www.hotelplantage.nl)

**What do we have to do to come?** Just let us know by Friday October 24<sup>th</sup> (preferably sooner!) if you are coming and prepare a short (say half an hour) presentation of your own for Saturday. It would be great if you could let us know the title of your presentation so we can put it in an agenda.

We are very excited that we are actually making this happen and hope you all can make it! Look forward to seeing you soon.

Katy Nicholson [katy.nicholson@gothnet.nu](mailto:katy.nicholson@gothnet.nu) tel. +46 31 404706

Bella van der Linden [bvlinden@sovov.nl](mailto:bvlinden@sovov.nl) +31 343 579080

### 1.2.2 Photos from Susan Vonsild

#### A Second Budapest Photo Album

Susan Vonsild, long standing SIETAR Europa member of Interlink (Denmark), has provided us with a second set of about 80 photographs of our activities at the Budapest Congress.

Susan has a great eye for action and her photos catch the energy and enthusiasm, as well as highlight the process of the open space technology that we used.

There are in particular some great pictures of the on-stage skits we presented in our teams toward the end of the program as we tried to project our efforts into an imaginary and often humorous future.

We have stored them on the MSN network for easy access. Click [here](#) to see enjoy this second photo album by Susan.

If you have not yet seen the original set of photos from the Congress, they are still posted on the SE website in the [first photo album](#).

### **1.2.3 Financial sponsorship & resourcing**

#### **Sharing & Contributing to SIETAR & its Members**

In Budapest, we agreed that SIETAR and its members need to recognise a responsibility and take action to enable the involvement of students and interculturalists from less economically advantaged countries to increase attendance diversity in our organizations and meetings and to enable the founding of new SIETARs in developing areas.

#### **This working group recommends the following:**

##### **For Berlin 2004, can we...?**

- Add a check box on membership renewal form to show sponsorship of another membership for a student.
- Add Tick Box on congress registration form as above
- Establish sponsorship fund to pool money from those who can not sponsor someone 100%(+Fund Committee) in collaboration with Young SIETAR Committee.
- Announce this fund on SIETAR web site.
- Agree sponsorship application criteria and output.
- Devise partial assistance programme.
- Support the mentoring programme of Young SIETAR

##### **What else can we do?**

- Encourage an exchange between young and experienced interculturalists.
- Seek out information and follow up on corporate funding possibilities?
- Create internship opportunities and programmes. Start even on an ad hoc basis by inviting students to observe your work or programmes in exchange for research duties.
- Invite pre/post workshop presenters at meetings and congresses to donate all or part of their fee to the sponsorship fund.

##### **Some telling comparisons**

SIETAR membership fees are usually less than 10% of the average intercultural consultant's daily rate in Western Europe. Attending the Congress will cost most of us less than 2 days work, while, for example, an average student in Poland may live on 150€00 a month. Yet the future of our profession depends on this diversity in its practitioners.

Join us in finding creative solutions to offer the opportunities of SIETAR to those who are struggling to afford them. If you have time, energy or resources for this project, please contact [Muna Alyusuf](#). (Cendant Mobility, UK) or log on to our discussion area at <http://uk.groups.yahoo.com/group/Sietareuropafund/>.

### 1.3 Young SIETAR Pre-conference



#### **Young SIETAR will hold a Pre-Conference meeting at the SIETAR USA Congress**

**November, 19<sup>th</sup> 2003**

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, Texas.

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 below.

#### **Pre-Conference Schedule**

We will start our pre-conference day on Tuesday November 18, 2003 with a **"Get-together" night** 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 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.

#### **Program Outline Tuesday, November 18, 2003 6:00pm –??      **Evening Program****

#### **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

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

12:00 – 1.15pm    Lunch

1:15 – 2:30pm **Training and Teaching Skills / Train-the-Trainer** Peggy Pusch  
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 Zinglensen  
7:00pm - ?? **Evening Program:** Welcome Reception with SUSA 2003

**Pre-Conference registration To register for the Young SIETAR pre- conference day** please send an e-mail to Claudia Zysk at [zyscla@netzero.net](mailto: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 "Get-together" evening and for the breakfast in the morning of November 19<sup>th</sup>. 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](http://www.sietaraustin.org).

For more information about Young Sietar, please check out our website at [www.youngsietar.org](http://www.youngsietar.org).

**Accommodation** We suggest the following options:

- 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.
- Hostelling International Austin ([www.hiaustin.org](http://www.hiaustin.org)): \$19.50 (dormitory)
- The Adams House ([www.theadamshouse.com](http://www.theadamshouse.com))
- Austin Motel ([www.austinmotel.com](http://www.austinmotel.com))

Please contact [zyscla@netzero.net](mailto:zyscla@netzero.net), if you have any questions.  
Program subject to change.

## **1.4 SIETAR 2004 Berlin Congress**

### **A Message from the Organising Committee**

Hello SIETARIANS, Please mark your calendars for the SIETAR 2004 Congress in Berlin!  
March 31 – April 4.

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

Early bird registration will be from: December 15 – January 15.

Prebooked hotels will then be listed on our website.

Simply go to: [www.sietarcongress2004.de](http://www.sietarcongress2004.de) to make your arrangements.

An internet platform for working in Online Communities of Interest/Practice will be available end of January. For further information about this work format please visit "Proposal Guidelines" and click "Communities of Interest" on the congress website.

You can start developing an idea for a topic and gather people around it right now.

In January we will publish information online that will assist you in working as a community of interest/practice.

We look forward to meeting you in Berlin!

And see you soon - online!

The Organising Committee

*Francien Wieringa* (SIETAR Europa)

*Michael Thiel* (SIETAR Deutschland e.V.)

*Prof. Dr. Jürgen Henze* (Humboldt University Berlin)

*Dr. Ursula Nguyen* (Humboldt University Berlin)

## **1.5 SIETAR France**

### **1.5.1 Samedis de SF**

#### **Programme des Samedis de SIETAR-FRANCE 2003-2004**

Nous avons le plaisir de vous annoncer les 3 prochains ateliers de Formation des Formateurs à la Communication interculturelle :

**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..*

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

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

## 1.5.2 Assemblée Générale



La prochaine Assemblée Générale de SIETAR France se tiendra le Jeudi 27 Novembre, à 18h.

La reunion aura lieu chez notre Secrétaire Générale, Nathalie Lorrain, a "Itinéraires Interculturels", 110, rue de la Boétie 75008 PARIS (etage gauche) metro Franklin Roosevelt/Saint Philippe du Roule.

A l'ordre du jour: bilan des activités de l'Association; perspectives d'action pour l'année a venir; rapport financier; elections du Conseil d'Administration et du Bureau; questions diverses.

Seuls les adherents a jour de leur cotisation peuvent prendre part aux votes en Assemblée Générale.

## 1.6 SIETAR Türk in Formation

### An Update from SIETAR Türk



SIETAR Türk members at a SIETAR Information Evening in Istanbul, Oct. 8, 2003

### October visit

SIETAR Türk was both honored and happy that Dr. George Simons of the SIETAR Europa Board visited us here in Istanbul in October. His training for us and his presentation for the public at the Swiss Hotel was wonderful.

### Come work with us

In the following months we are planning to invite the other SIETAR colleagues who have shown interest and told us at the Budapest Conference that they would like to come and offer trainings. We would like to welcome all of you and your suggestions. Just let us know your programs and your yearly itinerary so that we can do some planning and matching. We are very much motivated and willing to work with you, because this field of work is captivating us more and more as we study and get to learn more about it.

### Building Turkish resources

We are building our library and have started translating training materials into Turkish beginning with two books, we will be able to motivate more individuals like ourselves soon. Through the investment provided by Mrs. N. N. Muradoglu and the efforts of Turan and Cangul two Bogazici University graduates Tugce and Ozlem, have started on the translation work and will become coaches and interculturalists.

### A Congress in 2005

We are looking forward to planning a successful Congress in Istanbul in 2005. We do have time to be prepared. But our goal is to educate and train as many young generation members as possible before the congress itself. These young people would contribute and benefit from the conference in 2004 Germany and of course in 2005 I in Istanbul when and if they become coaches and interculturalists.

### A need for coordinators

To make this happen we need expert intercultural coordinators, experienced people

who can help us become involved in EU projects and services. Without such coordinators we cannot obtain projects and we cannot implement them effectively to produce the human resources that are in demand not only in Turkey but also in Europe and elsewhere.

### **Our commitment to intercultural work**

We are all aware that countries' demands for national security has risen as the terrorism problems become more visible. We think the training of interculturalists and their work in building bridges, creating dialogue and leveraging cultural systems will affect sustainable economic and social development, and provide the basis for the peace that we believe is vital for humanity in a globalized world.

### **Looking for sponsors**

Searching for support for our learning programs and the eventual Congress, to date we have communicated with Swiss Hotel, Istanbul Technical University, Kadir Has University, Yeditepe University, and have had long discussions with Can Baydarol, who is the third-ranking person in the New Democracy Party (Central Left wing party). Dr. Simons visited BilgeAdam and met Mr. Haldun Pak and Furkan Firat, the founder-owners of this local IT Company as well as Mr. Toprak from Economists Group, an NGO that has been growing very fast and already has 15,000 young educated members. Other contacts include Leyla Arsan of Tages, Inc. who has been working hard for the EU consortiums and for innovations in medium small size companies and Atilla Baslar of Fortune who has been helping to introduce entrepreneurs into doing business in Turkey. The Turkish Industrialists and Businessmen's Association (TUSIAD) has been contacted and briefed about SIETAR activities by Nilgun Demirtas.

SIETAR Europa members with clients or affiliates in Turkey, please let us know of those who might be potential resources and underwriters for the congress. It would be wonderful if profitable companies could give us the proper margin to work with so that the congress can be truly inclusive and effective conference. In particular we need sponsors to support the attendance of younger members and students at the conference. Also, let us know if we can do likewise for international companies working in Germany and Turkey, to support the congress in Berlin.

### **Congress pre-planning**

For creating the program for the conference we are undertaking research on the needs of the Turkish culture, EU and Turkic republics. And we would like to have vertical-linear and lateral-linear processes for all different levels.

For your enjoyment, we would like to plan an old city tour and a new city tour and the both. We would like to offer you the boat trip on the Bosphorus on a on a sunny day! How about enjoying the grilled fish and Kebabs? Please think about this congress in advance and consider bringing your partners and friends along with you. Our best weekend offer is a team of most wonderful, enthusiastic young people who would like to welcome and and be your guides.

[N.N. Muradoğlu](#)

Ozlem Bulbul

Tugce N. Demirbag

## 1.7 SIETAR UK

### 1.7.1 SE Online Group Invitation

#### **Welcome to the SIETAR Europa discussion group!**

SIETAR UK is pleased to announce the launch of a new Email Discussion Group open to SIETAR members from around the world!

The SIETAR Europa Email Group is an interactive email discussion group exclusively for SIETAR members enabling members of the European and international SIETARs where everybody is invited to discuss new ideas, exchange news and information - and of course stay in touch with the various SIETARs in Europe and around the world on an ongoing basis as well as discuss topics of interest.

This is an email discussion group in which your postings will go only to the other members who have subscribed to the service.

This service has been provided to us through the efforts of Stephan Dahl of SIETAR UK and is being hosted at Middlesex University. The principle is simple: Any email send to the SIETAR Europa Email Group will be sent directly to all subscribers. This makes it easy and fast to communicate event details, ideas or news from your SIETAR across 'SIETAR borders', wherever you are in the world! To subscribe, and read more about how it works simply go to [entry page](#) and fill in your name and email address and select the SIETAR you are a member of. The subscription is free, and open to all SIETAR members.

Once you have subscribed, you can participate simply by posting an email to [sietar-europa@intermundo.net](mailto:sietar-europa@intermundo.net). Please note that you can only post to the group from an address that you have registered when subscribing. See you online soon!

### 1.7.2 End of year Gala

#### **End of Year Dinner Gala**

You can now book your places for the SIETAR UK End Of Year Dinner at the Royal Commonwealth Society (The Commonwealth Club) online. To book your place, please go to <http://www.sietar.org.uk/dinner2003/>

The dinner is already proving to be very popular, but places are limited for this event!

Please also remember, that the dinner is an excellent opportunity to bring along friends, family and colleagues, and enjoy intercultural communication and networking in a relaxed and friendly atmosphere.

Award winning Head Chef Mark Page and his Sous Chef, Neil Cairns, London Club Chef of the Year, will be preparing a fantastic menu for us accompanied by selected wines. With delicious food, great networking opportunities and inspiring short talks this is the social event of the year not to be missed!

The price for the dinner includes a three course meal, wine and non-alcoholic drinks as well as a welcome drink. A vegetarian option is also available.

#### **END OF YEAR DINNER DETAILS**

**Tuesday, 2nd of December, 7 for 7:30pm**

**Price: £35 p.P.**

**at the Royal Commonwealth Society, The Commonwealth Club  
18 Northumberland Avenue, London WC2N 5BJ**

If you have any questions, please do not hesitate to contact [infor@sietar.org.uk](mailto:infor@sietar.org.uk)

Looking forward to seeing you on the 2 December!

## 1.8 SE eLearning & Forum

### A report from the Communications Committee

During the past several months the SE Communications Committee with help from members Anja Krüger, Mareike Zettel, Christian Vogel, Stephan Dahl have been researching and discussing the future of SE online and the implementation of a vision of an online SIETAR university as generated at the Budapest Congress.

Mareike Zettel attended the [Interkulturelle Sommerakademie](#) in Jena and networked with others interested in intercultural elearning and who want to exchanging ideas, experience and research results, would look forward to an online intercultural course offering. There will be a smaller congress at Jena in January at which Mareike and a colleague will present criteria for intercultural eLearning.

Michael Thiel and George Simons met in La Napoule in mid-September to discuss the progress and contributions of everyone and to make recommendations to the SE Board.

Here is the **current situation**:

- Each regional SIETAR has its own website and service provider. A full listing of these can be found at [http://www.sietar-europa.org/about\\_us/links.htm](http://www.sietar-europa.org/about_us/links.htm). Some have on line discussion capabilities. Some do not. Those that exist are not terribly well used.
- SIETAR Europa has its website hosted by Strato in Germany. This contains the [www.sietar-europa.org](http://www.sietar-europa.org) public site along with the SIETAR Documentation Center and the Newsletter.
- In addition SE has a member's only (password protected) worksite at <http://quickplace.mce.be/sietar-eu> which is hosted by special arrangement with Management Centre Europe in Bruxelles. This platform, using IBM/Lotus QuickPlace, while having all the functions we might need has proven slow and less user-friendly that we had hoped. Migration to a new server some months ago increased the speed, but members still frequently complain of problems and often need considerable help.
- There are numerous intercultural discussion places where many SIETAR members are already participating, though they are not explicitly SIETAR sites, e.g., [www.dialogin.com](http://www.dialogin.com), which supported us for the online portion of our Budapest Congress, and <http://groups.yahoo.com/group/interculturalinsights/> a popular discussion forum originating with and managed by SIETARians Dianne Saphiere and Tuula Krabbe in the USA.

Our desired objective is **to provide a unified online environment where SIETAR members and groups can work virtually and become true communities of practice**. We would like to have this in place by the beginning of 2004. This includes:

- Secure member access and private workspaces for the managing groups of SIETAR Europa and the regional SIETARs, for special interest groups, and research or service projects. Simply for whatever the directors and members need to work professionally online.
- A forum for ongoing intercultural discussions that can be initiated by individual members or can be used for simple asynchronous elearning offerings. The ability to use formatted text and graphics, etc.
- A secure online directory with member profiles to assist in networking for projects, to serve clients, etc.
- A knowledge management tool, library or cybrary for archiving and updating critical.
- Calendar, email, chat and planning functions.

**Potential Solutions** include:

- Accepting the offer of Management Center Europe to collaborate with them in developing a new simpler, faster platform (likely based on PPHP programming, for those of you who are technically savvy). The cost of this is our time and effort.
- Working with a variety of other suppliers either being used or available to our members to develop what we need.

There are some **important considerations** in making our choice:

- Cost of setup, annual fees and maintenance.
- The level of control we can exercise over the platform if it is hosted in another institution or organization. The less we manage the platform, the greater our risk of not being able to work as flexibly effectively as possible. We are also at the mercy of a change of policy, technology, etc. from the hosting organization.
- Range of services offered and both technical support and the kind of user friendly handholding that members unfamiliar with virtual working will need to get started and troubleshoot their participation.
- Awareness of our own lack of expertise in the technical and managerial side of platform creation and maintenance.

Among the **solutions we examined** in addition to what we are already using, we found that some were excellent workspaces but simple too expensive for our current budget, e.g.

- <http://www.icohere.com>
- <http://www.centra.com/>
- [www.taxila.nl](http://www.taxila.nl)

Some were affordable but only offered partial solutions:

- Discussion groups offered by SIETAR UK using Majordomo
- <http://www.readygo.com/> good elearning program but not designed for communities of practice.
- <http://www.phprojekt.com/> strong corporate project focus.
- <http://www.studip.de/> strong elearning platform.
- <http://www.opentext.com/livelink/> project management system, probably too complicated and not the right functionality for building up a community or setting up a virtual university.

Some involve assistance in building our own site and either using or having our own server.

- <http://www.m2studio.de> in Munich. Currently builders of DIVERSOPHY online.
- <http://TWiki.org/> a highly flexible and effective freeware but without customer support. Perhaps a bit too unstructured for our beginning group. Anja did a comparative study of Wiki with Icohere, Stud.IP, BSCW, LiveLink and it compared favorably.

**Next steps** We need to take a decision shortly and divide responsibilities for the continuance or construction of our platform needs. We ask that those with IT and online expertise will step forward and give us a hand.

## **1.9 Nominations Committee**

### **Call for Candidates**

The Nominations Committee will soon be issuing a call for candidates for the one

remaining "at large" position on the SIETAR-Europa Board. "At large" means that the person elected should come from an area where there is not, as yet, a national or regional SIETAR chapter.

The S.E. Board has in fact recently clarified that only one position will be open for election next Spring, not two as was announced at the last General Assembly. This is because Board Member Ida Castiglioni will remain the de facto second "at large" representative. (Italy will not have formed its national SE chapter by election time).

Nominations Committee coordinator [Patrick Boylan](#) urges any interested "at large" member to step forward and offer their candidacy when the Call for Nominations is issued. Eastern, Central and Southern European members are particularly encouraged to consider running, since those areas are usually under-represented on the ballot.

## 2 2. FEATURES

### 2.1 Forming SIETAR in developing areas

**SIETAR Türk designs a new membership formula**

by [Nihal N. Muradoglu](#), edited by [Burcu Öztürk](#)



SIETAR Türk Working Group

In Turkey, as well as in many developing countries, aspiring interculturalists are often strapped for the finances they need to educate themselves in the intercultural profession as well as enable them to participate in events and afford membership in professional groups. SIETAR-Türk has been working on a new set of principles for developing its own SIETAR chapter. Their formula might serve as a useful model for other developing countries in starting new SIETAR groups.

#### **Our vision and plan**

Our region is in need of intercultural work. Our young human resources can become part of solution for the region and conversely for Europe if we can provide sustainable, no strings- attached income for training programmes that develop our members' cultural competence. To date we have begun a quiet but very effective PR, dissemination of information about SIETAR and have been very successful. We envision that this will continue and encourage many companies to approach SIETAR members and intercultural consultants for their training programmes.

The question our plan seeks to answer is,

*"How can SIETAR-Türk, operating in a less developed economy, generate funds to promote SIETAR Interculturalists and their work, invite SIETAR consultants, and provide translated learning materials and ongoing training for young interculturalists, thus resulting in an active and effective professional intercultural association?"*

Our answer is to structure SIETAR Türk on a project development basis. We propose that:

- A SIETAR Türk member will have reciprocal membership and participation privileges

with all affiliated SIETAR groups around the world. But, in order to do so, he or she is required to have up-to-date membership (at a minimal fee) and must actively participate in a SIETAR Türk intercultural project.

- Each SIETAR Türk member must be involved in minimum 3 projects of Sietar-Turk in one-year period.
- Members of other SIETARs will be asked to have partners and or interns from Turkey in their organization or projects in order to work in SIETAR Türk projects in Turkic Republics.
- Sietar-Turk will receive a certain percentage out of a project's income and will transfer a certain percentage of that amount to SIETAR Europa upon the completion of each project.
- While each SIETAR Türk member will contribute to (create, bring in and/or participate in) projects, SIETAR Türk itself as an NGO will interact with other NGOs and organizations, complementing and teaming with them to insure learning, improvement within itself and knowledge sharing.

### **How might this work?**

SIETAR Türk will undertake to market hands-on intercultural services, providing and sharing information, education, and knowledge. This may be in the form of sales of training and consulting services to public or private sectors or acquiring grants for projects from UN, EC or private donors. Members of other SIETARs bringing work or invited to participate in a project in or about Turkey would contact SIETAR Türk. SIETAR Türk will find a partner or an intern to work with that person or firm and draw up a working agreement. At the completion of the project, SIETAR Türk will receive a certain agreed upon percentage as the deal-maker/connector.

The partner(s) or intern(s) will provide their time and effort while increasing their knowledge and competence.

SIETAR Türk thus becomes an objective and independent source providing ongoing information about the benefits of intercultural knowledge and work and advocating its use.

Without the win-win outcome of such a solution, volunteers will eventually burn out, lose interest and drop from the organization. Our plan motivates young interculturalists with the opportunities for acquiring new skills and job opportunities. With this plan in place, they will be motivated to invest their time, energies and acquire very up-to-date knowledge and skills resulting in a SIETAR Türk that is dynamic and inclusive. We are looking for the understanding and support of other SIETARs and SIETARians for this innovation.

## 2.2 Review: Mehrsprachige Kinder

Nodari, Claudio und Raffaele de Rosa, **Mehrsprachige Kinder**

Haupt Verlag, Falkenplatz 14, CH-3001 Bern, Telefon ++41 (0)31 301 24 25, Fax +41 (0)31 301 46 69, [verlag@haupt.ch](mailto:verlag@haupt.ch) , [www.haupt.ch](http://www.haupt.ch)

Immer mehr Menschen gestalten ihr tägliches Leben in zwei Sprachen und immer mehr Kinder wachsen mehrsprachig auf. In der heutigen multikulturellen Gesellschaft wird die Zweisprachigkeit auch zunehmend als grosse Chance angesehen. Doch wie kann die mehrsprachige Erziehung gelingen und für Eltern und Kinder befriedigend sein? Dieser Ratgeber für Eltern, Lehrkräfte und andere Betreuungspersonen beantwortet die Fragen, die sich im Zusammenhang mit der Entwicklung von zwei oder mehr Sprachen bei Kindern stellen. Welche Sprache sollen die Eltern mit ihren Kindern sprechen? Wie können Lehrpersonen die Mehrsprachigkeit von Kindern unterstützen? Werden Kinder mit zwei Sprachen überfordert? Führt Zweisprachigkeit zu Problemen in der Schule? Was können Eltern tun, wenn die Kinder die zweite Sprache verweigern? Anhand von vielen Beispielen aus der Praxis und mit vielen konkreten Vorschlägen und Tipps zeigen die Autoren, wie die Mehrsprachigkeit verwirklicht werden kann und wie Eltern ihre Kinder vom Babyalter bis in die Schule optimal fördern können.

**Claudio Nodari**, Dr. phil., Germanist und Sprachwissenschaftler, gründete und leitet das Institut für Interkulturelle Kommunikation in Zürich. Er ist Vater von zwei Kindern, die mehrsprachig aufwachsen. **Raffaele De Rosa**, Dr. phil., hat als Germanist zahlreiche Artikel zu den sprachlichen Besonderheiten der zweiten Generation italienischer Migranten in der Schweiz veröffentlicht. Er ist Vater von drei Kindern, die mehrsprachig aufwachsen.

**Beide Autoren stehen für Vorträge zur Elterninformation zur Verfügung. Anfragen an: Institut für Interkulturelle Kommunikation, Sumatrastrasse 1, 8006 Zürich, Tel. 01 260 69 85, Fax 01 260 69 89, [iik@iik.ch](mailto:iik@iik.ch), [www.iik.ch](http://www.iik.ch)**

## 2.3 Review: Nonviolent Communication

**Rosenberg, Marshall B., *Nonviolent Communication: A Language of Life.***

2003. [Puddle Dancer Press](http://puddledancerpress.com) . Encinitas, CA. 2<sup>nd</sup> Edition. 195 pps. Bibliography. Indexed. ISBN 1 892005-03-4. USD 17.95

reviewed by **Dr. George F. Simons**, [www.diversophy.com](http://www.diversophy.com)

Toward the end of the 1970's, while studying at the Gestalt Institute San Diego, I was treated by a colleague to an intriguing list of tips about the use of language from a group in Southern California calling itself the Center for Nonviolent Communication (CNVC). I found the list both intriguing and helpful, and I sought to practice what I could understand of it, but somehow never discovered the source. About 25 years later the work of Marshall Rosenberg surfaced for me and I was both delighted to reconnect with the NVC movement and also curious as to how the passage of so much time might have affected its development as well as my understanding and acceptance of the technology of communication that it forwards.

In the passing years, I had changed substantially in my outlook toward humanistic as well as traditional psychology, shifting my thinking in the direction of linguistics and cognitive science. I immersed myself in intercultural studies and gained experiences working abroad that distanced me to some degree from my US ethnocentricity and provided cultural perspective on ideas and movements that I had formerly swallowed whole.

Treated to a review copy of *Nonviolent Communication*, I feasted on it with an appetite whetted by years of waiting. At the same time I attempted to critique the cuisine with the palate I had developed since I had last tasted it. What did I discover?

First, then as now, I was reminded that NVC remains an act of courage, courage to confront self and others with both honesty and empathy. This has not become easier in a culture that, from kindergarten to White House, seems to value shooting from the hip

followed up by cover-your-ass strategies.

Other important insights emerged. For years I had been uncomfortable with assertiveness training where a constantly whining, "You make me feel..." subtext is camouflaged under the rubric of "When you do/say X, I feel Y." People were learning assertive scripts but practicing them punitively, that is, without the intentionality that would allow them to become constructive. It is this intentionality that is at the core of NVC. Life is frequently made up of competition and acquisitiveness, and trying to look good when clawing our way to the top tempts us to put on appearances of trendy communications practice in order look good and be liked.

Being positive is the *sine-qua-non* of today's US culture. Put another way, the quickest route to becoming a pariah in both work and social contexts is to fail to show the obligatory positive attitude. Negative judgments, failure to look on the bright side, criticism, mourning failures and losses head a list of US capital sins. The result sounds good on the surface—positive feedback, lots of encouragement, and a steady diet of "atta' boy/atta' girl" language. Negativity is bad, violent, and destructive, while "Blessed are the positive!" is beatitude in US civil religion.

Plenty of non-USians had been telling me that they felt attacked and aggressed upon by US "positivity." My initial temptation was to dismiss their complaint as negativity or pessimism. However, listening to what they felt, I learned that having a positive attitude was not itself the problem. They felt that they were being judged, that their US interlocutor was taking a one-up or arrogant stance toward them. I had overlooked the fact that both positive and negative evaluations can be violent communication forms. Both play into the our addiction to judgment and dichotomous thinking. We fail to observe that the messages, "Great job," and "You screwed up," are identical acts of violence, the subtext being, "I judge you," whether the judgment be positive or negative.

Also often missed is that the injunction to be positive can be a power play used to neutralize opposition to one's ideas and plans. Criticize me, or look on the negative side of what I am doing or saying, and you are no longer my friend. We experience this on a daily basis, and recently saw it writ large, in US policy toward those countries that refused to support the US invasion of Iraq. While Rosenberg's book does not address the cultural phenomenon of US "positivity" directly, reading it that gave me the impetus to look for the feelings and the needs in people's reaction to the aggressive use of the "be positive" principle.

It is not surprising that there is a national crisis of self-esteem when empowerment based on judgment is a norm of communication. As some critics of the drive for self-esteem in the California school system pointed out, self-esteem comes from acknowledged accomplishment and a growing sense of one's own competence, something that no number of feel-good strokes can replace. Particularly since USians believe they are defined by what they do rather than who they are and where they come from, there is an insatiable thirst for identity via accomplishment. Respect, not being dissed, is the yearning; positivity is the palliative. In this light, NVC can be without question an important tool for healing in the USA, as it teaches the attitudes as well as the practices that help us genuinely respect others as well as ourselves.

In the past 50 or so years we have discovered or become conscious of language is the tool by which we create things in the first instance. Tangibles flow from intangibles. We construct and deconstruct with words. We can use them to create powerful visions and dreams. But the words create chimeras unless the intentionality and commitment to what we say is furthered by what we do and how we relate to each other. Power leads to the illusion that when we say, "Let there be light," there will be light. However, being mortal, our sound bytes and adverts, propaganda and spin require closer examination, something they rarely receive in the general fog of okayness we strive to maintain. When some years ago, Richard Nixon uttered his famous denial of dishonesty by saying, "What I said then is now inoperative," many of us got our first clue as to the possibility that big lies could happen here as well as elsewhere in the world. NVC is a call to use the creative power of words compassionately and ethically. Much still needs to be done to see how it can be more broadly applied in public life.

The need to decide who is good and who is evil, to judge, and then to act, drives our

national ethos to a stark "good guys vs. bad guys" paradigm of reality, personal, economic and political. Rosenberg astutely notes how we, "having learned that the bad guys deserve to be punished, take pleasure in watching this violence." It is this addiction that we are struggling with daily as USians, particularly now that geopolitical and economic stress have become a constant. Self-righteousness arouses a latent *Schadenfreude* that relishes misfortune almost anywhere and anytime. We live in a time of small and great religious wars. Mastering NVC can keep us from turning observations and desires into non- negotiable absolutes, to keep the brush fires of disagreement from becoming deadly firefights.

A few words from the interculturalist side... Separating observation from evaluation has long been recognized as essential to working across cultures. For people in my profession, NVC can contribute substantially to success at expatriation and global teamwork. There are only occasional notes in *Nonviolent Communication* about how local values affect how NVC is practiced in other cultural contexts. The international distribution of NVC practitioners and programs offers a very rich field for international understanding that deserves exploitation on a larger scale. Capturing NVC challenges, solutions, best practices and learnings as its core technology is applied around the world would be an exciting undertaking and a rich contribution to how we generate cultural competence. The next doctoral candidate I lay my influence on will get steered in this direction.

As to the book itself, it is highly readable, definitely value for the money. Each chapter gives the reader the opportunity to grasp the principles explored by asking them to assess a list of statements in terms of their non-violent quality. Linear flow is relieved with occasional poetry or metaphor to remind us that there is beauty in what we are learning to practice. Key insights are visually highlighted so that you can flip through the book for a refresher course in a few minutes.

It will be good for the world's trouble spots to know that *Nonviolent Communication* and not just tear gas canisters and weapons bear the cachet "Made in the USA."

## **2.4 Review: Intercultural Conflict Style Inventory**

**Hammer, Mitchell R., Phd., *The Intercultural Conflict Style Inventory***

Hammer Consulting Group, 267 Kentlands Blvd. PMB #705, North Potomac, MD 20878. USA, ph +1 301- 330-5589, Fax +301 926-7450. [dihammer@msn.com](mailto:dihammer@msn.com).  
Review Packet \$38.00 plus shipping and handling

**Reviewed by Jan Verhoeven, <http://www.instituut-iem.nl>**

## **2.5 New items for review**

### **January Newsletter Review Opportunities**

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

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

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

***Items currently available for review*** Lieberman, Simma, et al., *Putting Diversity to Work: How to Successfully Lead a Diverse Workforce*. (Workbook, 118 pages)

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

### 3 3. MEMBERS

#### Welcome New Members

**Here are the new members of SIETAR Europa since the last issue of the SIETAR Europa Directory:**

**Isabelle DERUNGS** is International Coordinator and Lecturer at the University of Applied Sciences of Central Switzerland, at Lucerne School of Social Work.

**Jane JACKSON** is Professor of Applied Linguistics in the Department of English, Chinese University of Hong Kong (CUHK) where she also serves as postgraduate linguistics coordinator and coordinator of study abroad programs for English majors. Her work with them involves intercultural preparation, sojourn support, and debriefing.



**C. M. Nel JESSURUN** was born in 1941 in Paramaribo, Surinam. She spent her childhood in Surinam, the U.S, Indonesia and the Netherlands. Cultural differences and cultural dominance always had her interest. In her active time she worked as a psychotherapist in an area of Amsterdam where the major part of the population has a broad range of ethnic backgrounds. To cope with the challenges this diversity imply, is her specialty. She is a registered Group/hypno- and family therapist. From the last society also instructor and supervisor.

At 60 she retired from her work at the mental health institute Now she is continuing her private activities as head of the Center for Intercultural Competence as psychotherapist, certified supervisor/coach, certified teacher/trainer, working on a free-lance base. Her main concerns are the present-days intercultural issues.

#### **Your updated membership list is an important working tool**

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

### **3.1 Membership renewal**

#### **A letter from Christine Longé SIETAR Europa Office Secretary**

Dear Members and interested readers, In a couple months, it will be 2004. Some of you have already renewed your SIETAR membership and we thank you for that. If you have not, we invite you to do so as soon as you can.

- If you are a direct member of SIETAR Europa or an Associate, you may go to the [sietar-europa.org](http://sietar-europa.org) site [membership page](#) and renew your membership online. You will find full instructions there for sending us your form by email, mail or fax.
- If you are a member of a local SIETAR, you may renew directly on your [local site](#) or by contacting your local group for timetable and enrollment procedures.

People sometimes ask us, "What do I get for my SIETAR membership fee?" Below are 20 benefits that your SIETAR membership invites you to take advantage of. Of course, it is your imagination and collaboration that are the rich resources that make all these and much more possible. As a SIETAR member you get:

- Access to both local and Global networks of intercultural colleagues and professionals. You will receive an updated SE directory quarterly. Your SIETAR network enables you to share experiences, resources, and best practices, as well as to offer and take advantage of work and training opportunities
- The information and communication services of the SIETAR Europa office and its secretary via the SE office, which also currently serves as the Hub for SIETARs worldwide
- Information about and access to congresses, conferences training days, briefings and social events both within SIETAR and more broadly in the intercultural and related professions.
- Discounts on SIETAR events worldwide. Attendance at two major SIETAR events may itself provide enough savings to cover the cost of your annual membership.
- Opportunities for development through mentoring and being mentored, through coaching and being coached
- Invitations to participate in special interest groups, task forces,
- Online resources, documentation center listings, workspaces, chats
- The opportunity for peer review of books, training programs and other intercultural products that you create or deliver
- The opportunity to contribute your ideas and research and best practices to the building up of the intercultural profession, one that will prove essential to the world's well being in the 21st century
- Representation and a lobby with other NGOs, UN and governmental bodies.

During 2004 we intend to add to these benefits with:

- A buddy system for new members
- A new and improved online workspace
- An online directory with opportunities to expose and advertise your expertise and your wares as well as offer and share on-line employment opportunities
- Online and blended e-learning in which you may participate as a professor, tutor or learner
- Optional professional insurance coverage
- Professional certification standards
- SIETAR identity as a professional cachet

- Discount opportunities for other services, e.g., hotels, travel etc.
- An international congress
- Last, but not least, good fellowship and lots of fun

Your SIETAR membership fees which are among the lowest rates among professional societies like ours make all of this possible. We hope you will renew now and will take the extra effort to invite others interested in this field to join you. If you belong to a group or organization, consider the benefits of an organizational membership.

Formulas and instructions for the annual membership fee payment are available online or through your local SIETAR office. Should you need further information or assistance with the enrollment process please contact us at any time.

Best regards, Christine Longé, Secretary

## 3.2 Resources & opportunities

### Visit the SE Online Documentation Centre

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

- **Online and published resources** of all kinds. We are constantly adding to the lists, links, and bibliographies all new information we receive that can be useful to research, training and practice.
- **Congresses, conferences and other intercultural events.** This includes calls for papers and participation in professional gatherings as well as workshops, seminars and training programs offered by SIETAR members and others.
- **Opportunities for jobs, internships, collaborations, etc.** Here you can post both requests for assistance or offer your own opportunities to others. This week Eaton Consulting, for example is offering [three positions](#) in Europe for intercultural professionals.

## 4 4. ACTIVITIES

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

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

### 4.1 ICPT Courses

#### **Intercultural Communication for Practitioners and Trainers (ICPT) Courses in intercultural communication in Switzerland, November 2003**

ICPT is featuring workshops with internationally recognized experts in the intercultural field, starting on November 27<sup>th</sup>, ending on December 6<sup>th</sup>, 2003

- **Milton and Janet Bennett:** Get a thorough understanding of intercultural learning and training issues, learn how to conduct cross-cultural trainings, or obtain the licence to use the IDI (first time in Switzerland)
- **Sivasailam "Thiagi" Thiagarajan:** Make your trainings more vibrant and fun! Learn from a unique expert on experiential learning.

- **Samuel van den Bergh:** Become more effective in forming and managing multicultural teams.
- **Anita Rowe:** Get an understanding of how to introduce and manage diversity in organisations.
- **Michelle Le Baron:** Discover effective ways of how to resolve cross-cultural conflicts.

For more information please click [www.zhwin.ch/ICPT](http://www.zhwin.ch/ICPT). Download the full course descriptions in PDF format. Or return this e-mail to us with your post address, and we will immediately send you a paper copy of the complete ICPT program.

Take this unique opportunity to learn from renowned experts and highly enthusiastic peers! We are looking forward to meeting you in Winterthur!

**Contact us at:**

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## ***4.2 2nd International Conference on Intercultural Communication & Diplomacy***

### **Second International Conference on Intercultural Communication and Diplomacy**

The practice of diplomacy increasingly involves handling not only differences in national cultures, but different organisational and professional cultures at the same time. The Second International

Conference on Intercultural Communication and Diplomacy (Malta, 13- 15 February, 2004) will focus specifically on organisational and professional cultures and diplomacy. Diplomats today function in an increasingly multilateral environment: more often than in the past they are required to interact with a multitude of international organisations, ranging from the UN down to specific interest lobby groups. Simultaneously, diplomats are more and more involved in communicating directly with the domestic public; again with a multitude of groups.

Professor Geert Hofstede, keynote presentation at the conference, on "Diplomats as Cultural Bridge Builders".

We welcome the submission of abstracts for papers to be presented at this conference. Please check the suggested presentation themes and use the online form available on the conference website or e-mail for further information: [conference@diplomacy.edu](mailto:conference@diplomacy.edu)

## ***4.3 DiploNews***

### **DiploNews**

**Issue #57 - October 02, 2003**

**1. Call for Abstracts: International Conference on Organisational and Professional Cultures and Diplomacy** The practice of diplomacy increasingly involves handling not only differences in national cultures, but different organisational and professional cultures at the same time. The [Second International Conference on Intercultural Communication and Diplomacy](#) (Malta, 13-15 February, 2004) will focus

specifically on organisational and professional cultures and diplomacy. Diplomats today function in an increasingly multilateral environment: more often than in the past they are required to interact with a multitude of international organisations, ranging from the UN down to specific interest lobby groups. Simultaneously, diplomats are more and more involved in communicating directly with the domestic public; again with a multitude of groups.

Professor [Geert Hofstede](#), author of *Cultures and Organisations: Software of the Mind*, and *Cultures Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations* will make a keynote presentation at the conference, on "Diplomats as Cultural Bridge Builders".

We welcome the submission of abstracts for papers to be presented at this conference. Please check the suggested [presentation themes](#) and use the [online form](#) available on the conference website or e-mail [conference@diplomacy.edu](mailto:conference@diplomacy.edu) for further information. **2. Belgrade Course on Information Society Governance – Report**

DiploFoundation, in cooperation with the Diplomatic Academy in Belgrade and with the support of the Swiss Agency for Development and Cooperation, held the introductory workshop of the [Belgrade Course on Information Society Governance](#) in early September, 2003. The course will continue with an online phase, until December this year.

This course forms part of our series of activities related to Information Society Governance, leading up to the World Summit on the Information Society in December in Geneva. Look for more information on other Information Society related activities (IS 0Dictionary, IS Portal, and more) in upcoming issues of DiploNews.

### **3. Call for Applications: Postgraduate Diploma in Diplomacy**

DiploFoundation's online [Postgraduate Diploma in Diplomacy](#) focuses on a broad spectrum of issues relevant for today's diplomats, including the position of diplomats in a globalised world, new topics on diplomatic agendas, and the use of the Internet and other information and communications technology (ICT) tools for diplomatic activities.

This year the program will coincide with the follow-up to the first phase of the World Summit on the Information Society, or WSIS (Geneva, December 2003) and preparations for the second phase (Tunis, November 2005). Participants will acquire the necessary knowledge and skills to take part in events such as the WSIS. Through negotiation simulation exercises participants will learn about the influence of ICT on diplomacy and international relations, and keep up-to-date with new developments in the field.

The program consists of an introductory workshop of 10 days in Malta and 10 months of online learning. Upon successful completion, participants will receive a postgraduate diploma in diplomacy awarded by the University of Malta.

### **4. Application deadline: October 31, 2003**

Click [here](#) for more information or to apply, or e-mail [admissions@diplomacy.edu](mailto:admissions@diplomacy.edu).

### **DiploFoundation Success Stories**

In recent years, participants from DiploFoundation training programs, courses, conferences and other activities have used their skills and ideas for a variety of interesting, innovative and inspiring projects. We have added a ["Success Stories"](#) page to our website to feature these accomplishments. This month's success story is about [Economic Diplomacy and Sustainable Development in Albania](#), a seminar organised in the city of Shkodra in Albania, by Zemaida Mozali, a current participant in our Postgraduate Diplomacy Course.

#### ***4.4 EU Enlargement***

**CEDAFOP** solicits your opinions about the Enlargement of the European Union.

To Take their survey, go to <http://infopoll.net/live/surveys/s23529.htm>.

## Mentoring opportunities

### Young SIETAR Mentorship Program is Up and Running

*This is an invitation to SIETAR Europa members to take advantage of the opportunity to become a mentor to a younger interculturalist. The Young SIETAR mentorship program offers online sign-up for potential mentors and mentees. We have appended to the letter a copy of the Mentorship Manual developed for this program.*



Dear YS Friend,

The YS Mentorship Programme is perhaps one of the oldest and at the same time youngest YS projects that you can take an active role in.

The main idea of this programme is to establish a closer link in the form of a mentor-mentee-relationship between you, the professional interculturalist, and us, the intercultural newcomers. Such direct interaction has many advantages for both sides as it allows the mentee to receive support in his or her projects from you as experienced professional. It also enables you as the mentor to obtain new creative ideas and inspiration from young intercultural talents.

In order to match mentors and mentees, we have set up a mentorship site sponsored by Intercultural Change Management at [www.flatmaster.com/ysmentorship](http://www.flatmaster.com/ysmentorship). There, both mentors and mentees can enter their profiles and approach each other. The matching process works both ways: either you as a mentor choose directly from the mentee-profiles who you want to coach, or the mentee browses through the mentor-profiles and gets in contact with his or her preferred mentor (please note that if you as a mentor want to take a temporary break or have already chosen your mentee(s), the site offers the possibility to "hide" your profile). This procedure allows the perfect matching of both mentors and mentees according to specific interests, research projects and professional orientations. Mentors and mentees can freely decide on the length of their co-operation, whether it's only for a single project or a long-term relationship – it's up to you to make it happen!

As you can see, the Mentorship Programme has a lot of potential and surely is one more step towards better networking in the intercultural field. We all know how important networking is, especially between today's and tomorrow's professionals. Therefore, we will be happy to welcome you on board. Please log on to [www.flatmaster.com/ysmentorship](http://www.flatmaster.com/ysmentorship) and register as a mentor. You will then be provided with a username and password for the mentorship site. Should you have any questions contact [ysmentorship@yahoo.com](mailto:ysmentorship@yahoo.com).

We hope that your investment in our global community will be a fun and enriching experience.

Interculturally,  
The Mentorship Team  
Young Society for Intercultural Education, Training and Research

----- **"If two people share  
two dollars, each goes away with one dollar.  
If two people share two ideas, each goes away with two ideas."**

### Mentorship Programme Manual

This guide is to help you find your way through the new Young SIETAR Mentorship Programme. Should you need further assistance, contact [ysmentorship@yahoo.com](mailto:ysmentorship@yahoo.com).

**Requesting Mentorship - for whom:** Students, newcomers and people interested in the field of intercultural communication. Everybody requesting information and guidance from professionals in work assignments related to culture.

- Get help on your assignments and career
- Prepare for your self employment
- Connect with great minds in the field
- Ask questions, clarify your very own concerns
- Learn, challenge and inspire others

**Offering Mentorship - for whom:** Work experienced people who want to share their knowledge and thinking on culture with newcomers to the field.

- Guide and impact, get new impulses, learn from each other
- Help young people to get established in the field
- Pave the way for a future professional co-operation
- Stay in touch and/or catch the “young spirit”

**Mentorship Website - how it works:** The special feature of Young SIETAR is kindly provided by Intercultural Change Management. The mentorship site is accessible through <http://www.flatmaster.com/ysmentorship>.

**Members:**

Registered Young SIETAR members will be provided with username and password upon reception of their membership payment (that means, that the service is for members of Young SIETAR only and free of charge). The username and password will be valid for one year. Membership will then have to be renewed.

**Mentors:**

Mentors will also be provided with username and password once they have registered at the site [www.flatmaster.com/ysmentorship](http://www.flatmaster.com/ysmentorship). Username and password are valid until a mentor decides not to take part in the program anymore.

**Mentorship Website - log-in:** You will be asked to choose from a pull down menu if you log in as a mentor, mentee or administrator.

**Mentorship Website - its features:** You can lock, unlock (no visible contact details), edit and delete your own profile. And you can view profiles which are unlocked by the owner of the profile.

**Mentorship Website - how to choose a mentor/mentee:** Please follow the instructions below:

*Step 1:* Enter your profile on the website (choose your respective section: “mentor” or “mentee”).

*Step 2:* Choose your mentor/mentee by browsing through the database or by the using the search engine (enter key words). We ask you to always keep your profile up-to-date and to be sure to “lock” your profile if you are temporarily unavailable or if you are already in a mentor-mentee relationship and don’t want more people to get in touch with you.

*Step 3:* Contact your chosen mentor/mentee (see contact info in profiles).

**Mentorship Website - how to measure the success of the program:** We kindly request mentees to complete a mentorship report every three months. A report form is provided in the report section. The completed reports are stored and available for everybody.

**Mentorship Website - how to interact with each other:** In the discussion forum you can post messages, ask questions and share your experience with other participants.

## **4.5 ENGIME Workshop**

### **Fifth ENGIME workshop announcement and call for papers**

#### **TRUST AND SOCIAL CAPITAL IN MULTICULTURAL CITIES**

**19-20 January 2004, Athens, Greece**

<http://www.feem.it/engime>

The ENGIME network (Economic Growth and Innovation in Multicultural Environments) and the Center for Economic Research and Environmental Strategy (C.E.R.E.S), invite you to participate in our call for papers.

The main goal of this multidisciplinary workshop is to shed light on the role of social capital and its main components, such as trust and networks, in all the dimensions of social life in modern multicultural cities.

We invite Academic and non-Academic professionals from the various disciplines, such as economics, sociology and political science, to submit theoretical papers, case studies and experiences to aid our effort in dealing with the following four topics:

#### **Topic-1# Trust and social capital as driving forces of growth in cities**

Although research efforts have been devoted to understanding the effect of social capital on economic growth since Putnam's seminal work (1993), there are still many unanswered questions concerning in particular the relevance of social capital in multicultural cities.

These cities are characterized by the influx of a large amount of economic immigrants from different cultures that tend to "carry" their networks and level of trust from their place of origin. In such a multicultural environment, there may be a need for a new "social capital" that will promote trust and cooperation among different "social capitals".

Relevant issues include: the positive or even negative role of social capital on growth, how can we measure the stock of social capital (as a prerequisite for empirical works)?, evidences on the effect of social capital on growth, if the coexistence of many different networks or communities (in which the participation is a key element for the construction of social capital) promote growth, if the different forms of social capital in a multicultural environment could shed light for the more efficient structure of it, the correlations of the social capital and other dimensions of the quality of life.

#### **Topic-2# The exact nature of Social Capital: Trust and Networks, its main components**

Social capital is not a homogenous term as highlighted in the many different definitions found in relative bibliographies. Irrespectively, the concepts of trust and networks are closely related to social capital and hence merit a closer analysis. The link between personal and social characteristics of trust is still unclear because of its multiple nature (like its dynamic and self reinforcing nature, the discrimination between lateral and vertical trust, the difference between trust and trust worthiness) and needs more research. Networks are also a key component of social capital that needs to be explored more.

Relevant issues include: the specific nature of trust and networks, their link with what is called social capital, the special conditions of constructing networks in a multicultural environment, networks as means for increasing trust and dealing with racism and other pathologies of multicultural cities, trust as a means for reducing production, exchange and other forms of cost, the conditions and presumptions that would promote trustworthiness.

### **Topic-3# Building Social Capital in multicultural cities**

There seems to be no agreement among academics concerning the possibility of the government to affect the stock of social capital. The inability of the government may arise due to two reasons. Firstly, many authors have suggested that the construction of social capital is an unintended process, and therefore it is not possible to consciously affect it. Secondly, the construction of social capital is a very long-term process, and therefore the policy makers are unlikely to be able to influence its formation given their short-term electoral horizon. Yet, the question, if we can affect the stock of social capital, is theoretically still open, even only because governments may build the initial conditions leading to a long-term process of building social capital.

Relevant issues include the possible exclusion of immigrants from well- specified, closed, ethnical homogenous networks (as components of what we call "social capital"), the endogenous nature of the social capital, that gives the ability to the government to construct the conditions that would promote the development of social capital, or its exogenous nature that does not allow any possibility for the government to affect it, the coexistence of multi networks (among different social groups), or differently the coexistence of many different forms of social capital, of different social groups, the role of institutions in social capital (not only the government, but also church, family, school, etc.), experiences of policies that attempted to alter the social capital, the special role of markets (or marketization) on social capital.

### **Topic-4# Problems associated with the notion of Social Capital**

Because of its abstract nature, the notion of social capital has been criticized in many directions. Examples are, the causal link with economic development, the empirical methodology of its measurement (due to the difficulty associated with its qualitative, non measurable characteristics), and/or its aggregation, over individuals (the mapping of the respective individual characteristics into the social ones). Issues such as the exact relationship between social capital and notions like inequality or power and conflict are also quite unclear.

Relevant issues include: the theoretical aspect of investigating the causality between social capital and economic growth, the relationships between social capital, inequality, power and conflict, the (static and/or dynamic) links between individual and social characteristics, the key role of education, especially in multicultural environment for composing, or even decomposing social networks.

### **Submission of Abstracts and Final Paper**

Those interested in participating in this work should send an abstract (approximately 500-700 words) by e-mail to the workshop organizers by **November 8, 2003**. Decision on acceptance will be given by December 8, 2003. Final papers should be submitted by December 30, 2003.

*E-mail* [katsoul@aub.gr](mailto:katsoul@aub.gr) or [nde@dias.aueb.gr](mailto:nde@dias.aueb.gr)

**Format:** All papers must be accompanied by the abstract and should be written according to the following rules:

1. One-page, single-spaced abstract (in English);
2. Name(s) of author(s), with the surname of the presenter in CAPITALS;
3. Institution affiliation, e-mail and address of authors.

**Language:** The working language of the workshop will be English

**Procedure:** Each paper will be discussed by experts and may be published in the Working Paper Series of the Fondazione Eni Enrico Mattei (FEEM) after being subject to a standard review procedure.

A selection of papers from these workshops will be published in one of the two books that ENGIME will publish.

Each workshop will produce a policy report for the European Commission based upon all inputs and discussions. This policy report will be made available to all participants of each workshop.

#### **Accommodation and Travel Expenses:**

When appropriate, accommodation and travel expenses (train tickets, APEX flight tickets) of speakers will be partially reimbursed.

#### **Workshop Organisers:**

Prof. Ioannis Katsoulakos, CERES, *E-mail:* [knet@hol.gr](mailto:knet@hol.gr)

Dimitris Zevgolis, CERES, *E-mail:* [ceres@k-netgroup.com](mailto:ceres@k-netgroup.com)

Nickolas Demenagas, CERES, *E-mail:* [nde@aueb.gr](mailto:nde@aueb.gr)

Center for Economic Research and Environmental Strategy ( CERES): 1, D. Soutsou Str.-  
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#### **Steering Committee**

Prof. Wim Moesen, OS- Faculty of Economics and Applied Economics, Catholic University of Leuven, Belgium.

Dafne Reyman, IDEA Consult, Brussels.

Dino Pinelli, FEEM, Fondazione Eni Enrico Mattei, Milano.

#### **What is ENGIME?**

ENGIME is an interdisciplinary network of European scholars, supported by the European Commission. Its main purpose is to provide European researchers with an interdisciplinary forum that studies the complex relationships between economic growth, innovation and cultural diversity. The working idea is that **cities** offer a natural laboratory for studying diversity at work and its interplay with economic growth and innovation. Cities are places where different cultures and languages meet, where conflicts more often explode, but also where there are examples of versatility and open-ended capacities for economic creation. The objective of this network is to gain an understanding of the social, cultural and institutional conditions that are favourable to learning and innovation in multicultural cities.

Information on the network and summaries of the workshops are available at:

<http://www.feem.it/engime>.

Between May 2002 and December 2004, the ENGIME-Network organises 6 workshops to encourage an interdisciplinary dialogue on the following topics:

- Workshop 1: Mapping Diversity, Leuven, Belgium (May 16-17, 2002).
- Workshop 2: Communication across Cultures in Multicultural Cities, The Hague, The Netherlands (7-8 November 2002).
- Workshop 3: Social Dynamics and Conflicts in Multicultural Cities, Milan, Italy (March 20-21, 2003).
- Workshop 4: Governance and Policies in Multicultural Cities, Rome, Italy (June 5-6, 2003).
- Workshop 5: Trust and Social Capital in Multicultural Cities, Athens, Greece (January 19-20, 2004).
- Workshop 6: Diversity as a Source of Growth, Milan, Italy (approx. September 2004).

#### **Who are the ENGIME-Network?**

Fondazione Eni Enrico Mattei, Milano, Italy (network coordinator).

Centre for Economic Research and Environmental Strategy, Athens, Greece.

Organisation Studies, Katholieke Universiteit Leuven, Belgium.

Idea Consult, Brussels, Belgium.

Institute of Higher European Studies, Haagse Hogeschool, University of Professional

Education, The Hague, the Netherlands.

Institute of Historical, Sociological and Linguistic studies, University of Ancona, Italy.

Maison de la Recherche et Sciences Humaines, Université de Caen Basse Normandie, France.

Psychoanalytic Institute for Social Research, Rome, Italy.

University College London, Centre for Economic Learning and Social Evolution (ELSE), London, UK.

## **4.6 Diversity League**

### ***Pilot of "Diversity League" Now Online***

#### **European Leaders in Diversity Go Public**

#### **BP, Microsoft, Ford, Deutsche Bank and Air Products Showcase Corporate Practices**

Cologne, 30 September 2003 - For the first time ever in Europe, major international companies publicise their approaches and achievements in the field of Diversity and Inclusion together on one website. The so-called "Diversity League" is hosted by the Diversity portal [www.european-diversity.com](http://www.european-diversity.com). Five leading players are piloting this tool which aims at promoting good practice in Equality and Equal Opportunities on the European level. With their participation BP, Microsoft, Ford, Deutsche Bank and Air Products underpin their reputation in and their commitment to Diversity. "We always welcome the opportunity to build relationships and share creative innovations with other organisations," says Sharon Harris, London-based HR Director in Deutsche Bank's Global Diversity Team and adds "the European Diversity League engages a diverse audience, promotes the exchange of experiences and ideas and facilitates a benchmarking process which will help drive business success."

Especially in economically difficult times, the business focus of Diversity initiatives continues to be key: Microsoft "has firmly embedded its diversity activities in its business plan" and for Air Products, "Diversity is a key element in Air Products' 'Deliver the Difference' strategy." An increasing number of companies acknowledge that making the most of all the different potentials their employees provide also helps to cut costs and boost productivity and market success. ... "Managing diversity is of strategic business importance and leads to sustainable business excellence," emphasises Elisabeth Girg from Deutsche Bank's Global Diversity team and explains the business linkage and benefits: "An open, respectful and inclusive work environment attracts the finest talent, fosters creativity and innovation among different teams to deliver the best possible results for our clients."

#### **No return without investment**

Clicking through the Diversity League shows that substantial, management-led efforts and fundamental cultural changes are required to ultimately reap the benefits of valuing differences. But unlearning norms of the past and opening up for 'the different' is no easy step that can be taken over night. "Diversity and Inclusion is not a project with a beginning and an end but a journey in our way of thinking, behaving and building our future", Isabelle Pujol, BP Diversity & Inclusion Manager for Germany and France, points out and goes on, "For BP, D & I is one of the catalysts to create a great place to work." Providing a productive work environment for all individual employees is emerging as a major business strategy, propelled by the two European anti-discrimination directives coming into force this year. The European Diversity League enables companies to leverage their efforts with external stakeholders. "We are very pleased to be part of this ground breaking initiative", Surinder Sharma, Director of Diversity at Ford of Europe, says and adds, "We are eager to share and work in partnership with other organisations in learning and furthering Diversity in Europe." To visit (or join) the European Diversity League, point your browser to [www.european-diversity.com/DiversityLeague](http://www.european-diversity.com/DiversityLeague)

**For more information, contact:**  
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**Interview with Michael Stuber, mi.st [ Consulting, Cologne** Over recent years, many blue chip companies have launched Diversity initiatives in Europe to add value to their business strategies. But the European environment for this approach is different from the United States, where the approach was developed in the late 1980s. In this light, Michael Stuber founded his European Diversity Management and Marketing consultancy almost seven years ago and became a pioneer for business-focused Diversity strategies. He was a coauthor in the SIETAR project group which created the study, [EuroDiversity: A Business Guide to Managing Difference](#). In September 2003, he launched the European Diversity League on his portal [www.european-diversity.com](http://www.european-diversity.com). Read some background from a consultant whose thoughts reach well beyond completing projects for his client. Press photos: [www.european-diversity.com/DiversityServices/4-0.html](http://www.european-diversity.com/DiversityServices/4-0.html)

*Michael, what was your reason for establishing the European Diversity League on your website?*

"To a large extent, we responded to needs from some of our clients. They had invested in Diversity for a couple of years and reached remarkable results. Naturally, some of those companies were looking for ways to leverage these assets and utilise their achievements to foster their images as employers of choice and good corporate citizens. A second reason was that many companies that were investigating the potential of Diversity, students, journalists or NGOs working on related issues, approached us to know more about good practices in this arena."

*Are these the major target groups of the European Diversity League?* "Exactly. This part of the website reaches out to Diversity specialists, HR practitioners, academics and the Media. Also, we aim at informing people in charge of equality and equal opportunity in fields such as gender, age, disability, ethnicity, religion or sexual orientation, who are working in NGOs or the Public Sector. In addition to the basic information they all find on our websites, visitors now find concrete examples from companies that have already achieved a lot with Diversity."

*But why is it those five companies that form the European Diversity League?* "

We contacted a number of leading international companies from across Europe. Many of them were interested but in the end it seemed most effective to start with a small pilot group which would show other companies the value of an open, pro- active communication of Diversity. I am convinced that we will have twenty players in a couple of months time."

*Why do you think are companies investing in Diversity when the economic context is not all positive?*

"For exactly that reason. What could be more important than fully utilising all existing potential in an organisation when budgets are cut down while shareholders' expectations remain high? Also, looking at globalisation, the pace of change, M&A activities and the trend towards ethical, socially responsible corporate governance, this all suggests that it's the right time to address Diversity - not only in terms of managing differences, but also in a broader sense of openness and inclusiveness. Finally we know from the data that we have collected over the years that companies will not be left with a choice. All demographic, cultural and legal trends clearly mark the way towards Diversity and Inclusion being an effective approach to management in the future."

*Which are your major recommendations for companies regarding the implementation of Diversity?*

“Through our work with leading companies, we have identified five success factors: First, to create a solid base for Diversity by linking it to business goals, strategies and challenges, and by defining goals and analysing the current situation. Second, a diversity strategy must be established including approaches, target groups and development phases for the change process. Next, the visible and credible commitment of senior management is key for an effective implementation from the top down. At the same time, interactive communication with employees is necessary to involve the people who create value for the company. Finally, it is important to generate quick business wins in an early stage of the project while not losing sight of the long-term perspective.”

## **4.7 Bulgaria & beyond**

### **Update on IC Course Developments**

Further to the announcements made in the last newsletter about IC developments in Bulgaria, we have successfully made a proposal for ELTeCS funding for a feasibility study to explore what is involved in extending the Bulgaria-based distance learning mode course entitled "Intercultural Studies for Language Teachers" into an elearning course delivered internationally involving the following partners:

- Leah Davcheva, British Council, Bulgaria.
- Richard Fay, University of Manchester, UK.
- Ulla Lundgren, Jonkoping University, Sweden.
- Lies Sercu, Leuven Catholic University, Belgium.
- The New Bulgarian University, Bulgaria.

The feasibility study will be carried out over the next six months. If any other institutions or individuals are interested in becoming involved, please contact: [richard.fay@man.ac.uk](mailto:richard.fay@man.ac.uk)

The distance learning course entitled "Intercultural Communication for Translators and Interpreters" is nearing completion and will be offered early next year through the teaching centre at the British Council, Bulgaria. For more details, please contact: [leah.davcheva@britishcouncil.bg](mailto:leah.davcheva@britishcouncil.bg)