

ter frustrated individuals who believe that the system will never change. This characteristic is especially prevalent among those who have been in the government or in semi-governmental organizations for 10 years or more.

Attitudes toward you

If you are working in areas that demand state-of-the-art technical expertise, such as hydro power, your colleagues will look up to you. They will treat you as a "guru" or teacher. They may, however, expect you to provide training abroad, salary increments and other incentives.

If your background is in management or the humanities, you will have to invest considerable time in gaining the confidence of technical professionals, because they tend to regard themselves as superior to people with non-

technical backgrounds. They will be slow to admit that they may need to enhance their managerial and related "soft" skills. The technical professionals working in NGOs are more likely to be open-minded and willing to recognize their weaknesses compared to those working in the public sector.

Suggested approach

As with all Nepalese counterparts, you will be rewarded if you invest time and energy in building relationships with your partners. If you are polite and accessible, your partners are likely to be receptive to new ideas and changes.

You may find it difficult to strengthen the management of your partner's organization. It must be done gradually, one step at a time. Since changes in management styles require changes in attitudes, you must be patient.

Teachers and Academics ◆ ◆ ◆

Context

In the Nepalese context, the teacher is a guru and is accorded the same respect and prestige as one's parents. It is most unlikely that a Nepalese student would question or challenge a teacher, especially in rural areas where it is customary for community representatives to seek the teacher's input on most decisions concerning village life.

Most university professors you meet will be well educated, well read and well traveled. Many advise the government on policy matters. Some occupy important positions in the government, NGOs and local consulting firms.

Despite the high level of respect that comes with teaching, most teachers at the district and village levels choose