

The three explanatory approaches are not mutually exclusive; rather, each emphasizes one or two factors over others. While the discussion below draws most heavily on examples from technical cooperation because it is the best researched of the various N-S collaborations, the thrust of what is said about what accounts for failure and success in TC can be easily extrapolated to any of the other fields.

6.1 THE INDIVIDUAL ATTRIBUTES APPROACH

One approach to explaining the success or failure of local skills acquisition via N-S collaborations places the emphasis on the personality, communications skills, and behavioural attributes of the parties involved. For example, this emphasis holds that expatriate workers should be selected and prepared with a view to sending people overseas who possess the following:

- personal characteristics of tolerance and initiative;
- behavioural traits like listening ability and cross-cultural communications skills;
- personal motivations which are compatible with project objectives (in particular, avoiding persons whose main motives are financial or touristic);
- realistic expectations about their roles and about living and working conditions in the host country;
- a well-adapted family, where both the spouse and children are enthusiastic and realistic about the posting;
- good knowledge of the recipient country's culture and, preferably, language;
- sufficient professional expertise.

Host country colleagues are said to acquire skills better and contribute to successful projects if:

- their personalities are open;