

The programmes in Hong Kong also address some of the cultural differences between east and west. "We try to meld the best of Asian and Western cultural characteristics for people who are going to operate in an international society," says Pritchard.



Outward Bound: "We say learn from us-go and experience the activity."

He explains: "In Asia the culture of education, generally speaking, is passive...we sometimes get participants that say 'teach me', and we say learn from us - go and experience the activity!"

There is also a traditionally more reserved attitude, and he says. "Our courses attempt to modify those reserved attitudes, to be more open in sharing, to be more open in dealing with problems, to be more open in dealing with conflict in personal feelings."

Courses, which put participants through exciting challenges at sea and in the mountains, run a minimum of five days residential. "We need that minimum amount of time to effect any kind of change," says Pritchard. The situations created in Outward Bound are more than theory or role-playing, they are real. To motivate oneself and others, to communicate, to effectively realize targets set together, to take decisions...everyone must participate through disappointments and successes.

Although it is a demanding programme, both physically and mentally, during an intense period of time, Pritchard emphasizes: "It is within the capabilities of the average person...it is a catalyst for growth."

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MANAGEMENT CONSULTING

Accountancy firm launches Canada-Hong Kong joint venture

BY LENA FENG

Among the well-known "big six" international accountancy and professional services firms, Deloitte Touche Tohmatsu is the first to launch a Canada-Hong Kong joint venture management consulting practice. Operations officially began on September 1, 1993, with five senior consultants from Canada joining the office based in Hong Kong.



Mr. Mumtaz Ahmed, Managing Director of Deloitte Touche Tohmatsu Management Consultants

Leading the new venture is Mumtaz Ahmed, a partner with the Canadian practice who has relocated to Hong Kong. "The new joint venture will build on the work the firm has already performed in the region, and reflect those services offered in North America to serve Hong Kong and Asia-Pacific markets," says Ahmed. The services cover business strategy, information technology, operations improvement, human resources, and financial management. He adds that "these areas will be covered in the skill of the consultants coming to Hong Kong from Canada, in those of the Hong Kong practice, and in those being recruited."

"The Canadians bring vital links from North America to Asia," says Roger Best, a partner with the Hong Kong practice, and a member of the management committee. This network of people is key to the selection of those who best suit the project at hand.

Canadians also bring a reputation of being well-trained. According to Ahmed, this includes professional training in the art of consulting, understanding industry sectors, and expertise in a specialization. In fact, consultants are regularly sent from Hong Kong to Canada for training.

One of the consultants joining the Hong Kong office is a former Canadian Chamber Canada-Hong Kong Trade Competition winner, Jason Winkler. He and his colleagues won the 1991-92 competition based on a plan to bring Yogen Frus, a Canadian food product, to Hong Kong as a retail operation. After his visit here in 1992, Winkler says he "jumped at the opportunity to come back to Hong Kong."

What are some of the differences for a management consultant working in Canada compared to working in Hong Kong? Ahmed feels that Canada has a more mature consulting market, where requirements and expectations are much better established. He emphasizes: "In Hong Kong there is a high premium put on tangible short term results - one has to accommodate that in how one structures and conducts consulting assignments."