

- *developing a practical strategy for institutional development in Egypt and identifying indicators for success in this regard*
- *demonstrating substantial commitment to the transfer of skills and knowledge*
- *building an effective Canadian/Egyptian team working atmosphere*

Note:

It is interesting to review studies of successful Japanese international business corporations. One of the findings highlights the fact that the most successful companies in Japan only evaluate and reward the "soft" side of success during the first year of an international assignment. That is to say, Japanese international business personnel are rewarded for their achievements in learning local language, demonstrating an understanding of the culture, and establishing social contacts; it is only in their second year of posting that technical output and product delivery is assessed at Japanese headquarters.

On Personnel Selection

The need to carefully screen and select development personnel for their personal skills and attitudes received overwhelming support from all groups participating in the Egypt study. Interestingly, advisors themselves and spouses were perhaps the most vocal on this issue as they see first-hand the consequences of poorly selected and poorly prepared advisors and spouses. In terms of identifying the skills needed to succeed in Egypt, there was a wealth of information provided with a substantial

consensus on the key skills (please see Report on the Profile of the Effective Technical Advisor in Egypt, D. Kealey, August, 1994 for details). One Canadian team leader spoke at length about the importance of selection: "the role of the human being is vital since collaboration is not the dispatch of technology but the interaction between two cultures. And for Canada to build its reputation and prove its desire for helping Egypt, the right person should be selected. If selection is not good, the whole process turns out to be a catastrophe".