

# OUTSTANDING ACHIEVEMENT AWARD

Mr. Barry Steers, Canadian Ambassador to Japan, is this year's recipient of the Public Service's highest award. This award honours career employees for exceptional accomplishment and distinguished service of national or international importance.

For the past thirty-one years, Barry Steers served Canada in the successful promotion of its interests abroad. He devoted considerable effort and energy in the nurturing of an appreciation among Canadians of the fundamental importance of Asia and the Pacific to Canada's future. His accomplishment over the past seven years in Tokyo has been to propel Canadian-Japanese relations into a new era of diversified relations reflecting Japan's growing importance.



## COURSES FOR HORSES

ARE YOU A HEAD QUARTERS OR OVERSEAS  
TYPE OF EMPLOYEE?

The skills which made you so successful abroad may be superfluous at home while on the contrary those you need to be successful at home are either those you do not possess, do not interest you, or which you feel you have outgrown, hence your going overseas in the first place and the subsequent decision to stay on for more than just a one-of posting.

A job overseas allows those who do not necessarily fit into the standard mould or who are perhaps a little quixotic to work either independently or with a team of their own choosing. An outgoing, aggressive personality, a desire for action and good communications with people are the hall-marks of the successful overseas employee. On the other hand, working as part of the team, not "rocking the boat", respecting the hierarchy, an attention to detail, working the system, and an

ability to manoeuvre in corporate politics may ensure greater success at home.

...The first step in making a successful transition is to analyze what made for success overseas. If you were a good trouble shooter you can be almost certain that you will be bored once everything is running smoothly. If you are an innovator and ideas person, how will those qualities apply to the routine of the office back home?

A second step to consider is whether your employer at home needs yours skills, or realises that he does and if so is willing and able to find a position where they can be put to good use.

It is important not just to analyze your skills and experience in a vacuum but to see how they relate to the specific job available. The high degree of frustration among expatriates is an indication, however, that the transition overseas to home is intrinsically a complex one. Different horses for different courses, as the saying goes and, unfortunately, it has to be said that there are few companies with a stable big enough to accommodate both the steeple-chaser and the champion of the flat.

EXCERPT FROM THE EXPATRIATE COLUMN,  
FAMILY MATTERS.  
WHEN VIRTUES ARE A  
VICE by Mary Lacheze