

- the lack of any professional performance appraisal system
- the enormous religious influence in institutional and professional contexts
- personal frustration at not understanding the motives, perceptions, and needs of Egyptian counterparts
- a feeling that Egyptian management generally does not want Canadian technical expertise, only equipment and technology
- a feeling among some advisors of not being respected or listened to because their academic credentials were fewer than those of their Egyptian counterparts

The Importance of Personal Skills

In comparing Egypt to Canada in terms of what it takes to be successful, most Canadians interviewed emphasized that similar skills were needed. But many elaborated and argued that interpersonal skills and the ability to communicate and establish social relationships was vastly more important to succeed on the job in Egypt as compared to Canada. The reasons for this were varied but seemed to focus on the fact that the Egypt management style is much

more unstructured, "ad hoc", and social in nature than in Canada. One respondent noted that "relationships in Egypt are as, or more important than getting the job done; there is far more emphasis on process than on results". Some Canadians find this situation difficult. It is for these reasons that many argued that Canadians must be better screened for their non-technical capacities and be prepared to understand better the Egyptian realities and how to cope with them. For a detailed look at the skills and knowledge required for effective performance in Egypt, please refer to Report One: The Technical Advisor in Egypt: An Empirical Profile of Success.

On the Effectiveness of Canadian Technical Assistance

When Canadian advisors were asked to rate their performance in terms of transferring skills and knowledge, most rated themselves as being average or above average. Those who reported having little impact in Egypt tended to blame Egyptian management practices, poorly selected counterparts, or CEA pressures "to produce" rather than "to train" as the main reasons for their limited effectiveness. On the other hand, successful advisors tended to see few obstacles and had few complaints about