

mental realities" that influence both the project and the individual levels. Looking at each circle in some more detail:

The quality and functioning of the **relationship between individuals** depends on at least six principal sub-factors, namely the commitment of each party to project objectives; the personal attitudes of each person (for example, such things as tolerance levels and teamworking orientations); their living conditions and how these impact on the collaborative tasks; the family situation of each partner and how it affects their work together, especially the expatriate family's adaptation to a new culture and the host colleague's family obligations; the realism of collaborators' expectations about their roles (e.g. some unsuccessful advisors have tended to regard themselves as sages, to be sought out for their expertise, rather than showing a spirit of partnership); and the knowledge, experience, and skills each party brings to the relationship, not only in technical terms but also interpersonally.

A large body of research exists on N-S partnerships, especially on business expatriates and TC personnel overseas. This research indicates that the most important aspects of such collaborative relationships are the northern partner's cross-cultural communications skills and knowledge of the local history, culture and language, the host country partner's commitment to learning, and the degree to which gaps in income and lifestyle between the two are permitted to foster distrust and disharmony.<sup>106</sup> Of course, technical expertise is also a requirement for effective N-S partnerships, but the most surprising conclusion of the research is that lack of technical expertise is rarely identified as a cause for failure. When things go wrong it is far more often due to personal incompatibilities or lack of interaction skills.

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106. See Kealey, Daniel J., *op. cit.*