

to appreciate the manner in which the host culture will influence the work-world of the collaborators. And not least, some knowledge of the cross-cultural aspects of management theory and practice should be acquired by N-S collaborators, for example the basics of institutional analysis and management of change, the cultural dimensions of such subjects as human resources development, and the role of communication in working in cross-cultural settings.

Experience

The personal and professional experience desirable for potential N-S collaborators is essentially variety and breadth of experience. That is to say, collaborators of the future are likely to perform more effectively if they have worked in both a staff and a management capacity, and if they have been exposed to public, private, and international organizations. Having held positions of leadership, teaching and/or training experience, and working with interdisciplinary teams would also be highly desirable background qualifications. Finally, experience in international planning and negotiation and exposure to the political process would certainly add to the credentials of anyone entering the area of cross-cultural collaboration in a North-South context.

8.6 SUMMARY

Two concluding comments on this profile of the model cross-cultural collaborator are in order. First, the weight or priority given to the different skills, knowledge areas, and experiences required for effective collaboration will vary according to the job demands and institutional context of the specific role in question. For example, learning local languages may be weighted as more important for TC personnel than for diplomatic personnel because many local TC partners may have limited exposure to European lan-