

- their motives and commitment are consistent with project purposes;
- there are adequate incentives for them to learn; and
- they have some understanding of the advisor's culture.

The individual attributes approach is built on the idea that culture and awareness of cultural differences are critical factors affecting the harmony and effectiveness of the working and learning relationship between northern and southern collaborators. The case for this view is quite compelling. People in different cultures are conditioned in ways that initially work against partnership and harmony. Westerners tend toward individualism and competitiveness, for example, traits which can be disruptive in the workplaces of more collectivist Third World cultures. On the other hand, the socially inegalitarian tendencies and strong family orientation of most southern cultures can be an impediment to productivity and modern management styles. As a result, collaboration between individuals of different cultures is inherently difficult. But this approach does hold that effective relationships can be established, most easily when the parties possess certain personal attitudes and when they are aware of the cultural differences and have the will to transcend them in constructive cooperation. As Edward T. Hall, perhaps the most eminent advocate of this approach wrote, "When Americans are sent abroad ...they should first be carefully selected for their suitability. Then...they should be...thoroughly informed about the culture....Unless we are willing to select and train personnel, we simply waste our time and money overseas."¹⁰⁵

This approach also stresses the notion of a two-way exchange between northern experts and their southern collaborators. Although the ideal of a two-way process is found less in practice than it ought to be, it is becoming clearer

105. Hall, Edward T., *The Silent Language*. (Anchor Books, New York, 1990), p. xiii.