



Society for Intercultural Education
Training and Research



SIETAR Italia – SPECIAL EDITION FOR CHRISTMAS

December 2011



SIETAR ITALIA

**NEWSLETTER – EDIZIONE SPECIALE PER
NATALE**

**NEWSLETTER - SPECIAL EDITION FOR
CHRISTMAS**

A CURA DI / EDITED BY Marianna Amy Crestani



SIETAR ITALIA

Society for Intercultural Education
Training and Research
Associazione per l'educazione, la formazione
e la ricerca su temi interculturali



Gentili Soci, gentili Lettori,

Per concludere il 2011 e dare inizio al 2012 abbiamo deciso di scrivere un numero speciale della newsletter che vorremmo dedicare a voi, ai molti presentatori che ci hanno regalato seminari di alta qualità quest'anno, ai successi di SIETAR Italia del 2011 e ai progetti per il 2012 ed, infine, al Consiglio Direttivo che con tanto impegno e professionalità ha permesso a SIETAR Italia di sognare, di crescere e di progettare.

In un contesto nazionale ed internazionale di incertezza e di smarrimento, nel nostro piccolo, infatti, abbiamo creato una rete solida di partecipanti e di sostenitori che ci ha permesso di crescere e di creare quel senso di appartenenza e di amicizia che si arricchisce di nuove sfumature ad ogni seminario ed ad ogni appuntamento. Dalla sua nascita, quindi, SIETAR Italia è diventata una piccola isola di fiducia, rispetto e condivisione che, con costanza, sviluppa il vero senso della associazione: rendere il sapere interculturale attuale, accessibile, condiviso ma anche creare un sano terreno di dibattito, crescita e amicizia.

E per celebrare tutto questo, in questo numero speciale della newsletter troverete:

- L'articolo relativo all'ultimo seminario del 2011 'Managing Change in China: a computer based simulation' scritto da una prospettiva 'particolare';
- La lista dei seminari per il 2012;
- Il programma della prossima Assemblea Generale prevista per il 28 gennaio 2012;
- La campagna adesioni per il 2012 con la lista di benefici derivanti dall'iscrizione;
- Un ringraziamento speciale ai presentatori di quest'anno, a Servizi Estero per ospitare i nostri seminari e a tutti i collaboratori per il lavoro della newsletter e del sito;
- Ed infine.... i nostri auguri!

Buona lettura quindi ed arrivederci al 28 gennaio a Milano!

Marianna Amy Crestani ed il team di SIETAR Italia

Dear Members, dear Readers,

to finish this year and to welcome 2012 we have decided to prepare a special edition of our newsletter which we would like to dedicate to you, to the various speakers that have offered us top quality seminars this year, to the success of SIETAR Italia in 2011 and to the projects for 2012 and, finally, to the Board Members that with enthusiasm and professionalism have enabled SIETAR Italia to dream, grow and plan for the future.

Within such an uncertain national and international context, we have been able to create a solid network of participants and supporters that have enabled us to grow and to create that sense of belonging and of friendship that becomes richer and richer at every seminar and appointment. Since its birth, SIETAR Italia has become a small island of trust, respect and sharing which, constantly, nurtures the real spirit of this association: making the intercultural field up to date, accessible, sharable but also to create a healthy ground for debate, growth and friendship.

And to celebrate all this, in this special edition you will find:

- *The article on the last seminar of 2011 'Managing Change in China: a computer based simulation' written from an 'unusual' perspective;*
- *The list of seminars for 2012;*
- *The agenda for our next General Assembly planned for 28th January 2012;*
- *The membership drive for 2012 with the list of benefits of joining SIETAR Italia;*
- *A very special thank you to this year's speakers, to Servizi Estero for hosting our seminars, and to all the collaborators for the work done for the newsletter and the website;*
- *And, finally, our warmest wishes!*

So enjoy your reading and see you in Milan on 28th January

Marianna Amy Crestani and the SIETAR Italia team!



Managing change in China: a computer based simulation from an external perspective

By Marianna Amy Crestani

INTRODUCTION: *On Saturday 19th November Sietar Italia offered its last seminar for 2011: David Trickey and myself, Marianna Amy Crestani, facilitated a chance to explore some of the strategic, tactical and emotional factors in introducing a process change into a Chinese operating context. Working in Change Teams, the participants created a strategy and then implemented it through taking a variety of change initiatives over a 22 week simulated timeframe. The computer simulation provided immediate feedback on the Chinese managers' reactions to the actions, which respond according to Nanjing University's research into what works (and what doesn't work) when implementing change into Chinese corporations. The participants—mainly trainers and consultants—also had the possibility to see themselves from an external perspective since the emotional roller coaster experienced during the simulation was carefully immortalized by pictures taken on the spot. Thanks to the permission given by the participants to use these pictures, in the following article I will provide a brief introduction to the context as from which the computer based simulation was developed followed by an exploration of the different moments of the workshop through a gallery of pictures.*



Albert Anghem

A caricature of Albert Anghem, the "mind" behind the simulation game

SOME BACKGROUND INFORMATION:

As organizational change, and in particular change driven by information and communication technology, has become an important way to improve the efficiency of business processes, more and more organizations are paying increasing attention to helping their managers acquire the necessary knowledge and skills to better manage such change. The LingHe Simulation is a computer-based interactive multimedia simulation which models the dynamics of organizational change in a typical Chinese business environment. The simulation aims to stimulate and

enhance managerial understanding of organizational resistance to change and of how to more effectively implement changes.

THE CONTEXT: THE LING HE COMPANY

The Ling He Company (LHC) is a switching equipment manufacturer founded in 1975 and located near Changsha in Hunan province (southern China). LHC is a state-owned enterprise controlled by the Ministry of Information Industry, and a major supplier to the local telecom industry. As with most state-owned enterprises, LHC has no board of directors but essentially operates under the direction of its general manager, Mr. An Cheng. In spite of its respectable financial performance, the Ministry of Information Industry recently decided to sell a 60 percent stake in LHC to SinoCom, China's largest national telecom operator and internationally considered one of the country's best-managed enterprises. This move was intended to induce LHC to adopt managerial best practices and to consolidate the national telecom industry to better handle foreign competition.



THE CHANGE PLAN

SinoCom's success was attributed to a combination of solid but lean management, tight financial and operational performance measurement, and employment of an enterprise-wide, computer-based performance management system (PMS). The management team at LHC was left intact following the change in ownership, in no small measure due to Mr. An Cheng's negotiating skills. However, SinoCom insisted that the management structure had to be simplified and LHC was to introduce the managerial best practices found in its operating units. Initial actions included a significant reduction in the workforce. It was

also seen as essential that each senior manager set and adopt both personal and departmental goals

"The pace of change is so fast [in China] relative to a lot of other places that, unless it is well articulated as an evolution, the corporate headquarters often find it hard to understand why the company had strategy A in China and now has strategy B"
Gordon Orr Director, Shanghai Offices McKinsey & Co



and start using the corporate PMS to monitor and report on progress toward the achievement of these goals. Thus so far, no such PMS has been introduced, much to the dismay of Sino-Com.

Your Challenge

- You are sent by the HQ of the largest and best managed Chinese Telecom Company (SinoCom) to introduce an important innovation into LingHe which SinoCom has recently acquired a 60% stake.
- LingHe has a financially successful and autonomy-oriented management team. The team members head the departments with full and sole responsibility, reporting to An Cheng the GM. SinoCom wants them to set and monitor & report on departmental goals performance targets.
- You should ensure a PMS is adopted by top management as part of a restructuring & best practices process to be able to compete with future foreign entrants. Until now LingHe has delayed the introduction of the PMS.
- But systems now need to be harmonised with the ones of the whole group.

AND HOW TO GO ABOUT IT:

Define your Strategy

CLEAR OBJECTIVES

HOW TO GET THERE?

- Determine which tactics will you use, with whom, and when

THE SIMULATION GAME: FROM A TO Z

The LingHe simulation game, therefore, provides a 360 degrees learning experience during which the change strategists (the participants) define a strategy followed by a change implementation process for which they receive constant feedback from the change recipients. The end goal it to have insight into the dynamics of

For Westerners there is the need to introduce innovation by adapting their managerial styles to suit the context

diffusion, change and resistance in China while operating in a risk-free context in which quick solutions, though, do not

CHANGE STRATEGISTS

CHANGE IMPLEMENTATION PROCESS



CHANGE RECIPIENTS

TO HAVE INSIGHT INTO:
The dynamics of diffusion, change & resistance in China

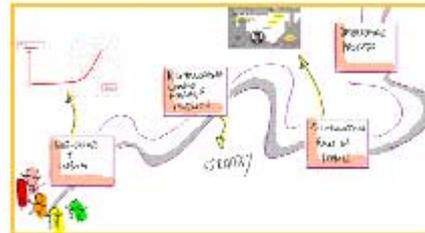


For China, change is happening at a pace where there is little past experience

work. More specifically, the participants can choose among many different initiatives to meet the goal. In some

cases, people may want to gather information on the managers (for example, who has lunch with whom, etc.) In other cases, taking direct action to convince the managers and thus influence their willingness to adopt the proposed innovation could be the best option. The end objective is to get as many adopters as possible in the shortest time. The simulation also provides the possibility to continuously monitor the progress of the strategists in getting the Chinese management team to move through the phases of AWARENESS, INTEREST, TRIAL and, finally, ADOPTION of the Performance Management System.

THE SIETAR ITALIA WORKSHOP



STEP 1: DEFINING THE STRATEGY

The group of participants was divided into 3 subgroups and assigned the first task of writing down the strategy in 10 minutes. This change strategy had to guide the groups through the project and could to be chosen among a 'top-down', 'bottom-up', 'impose it' and 'selling' strategy. At any



The LingHe organizational chart

moment during the simulation, the strategy could be reviewed and revised though the important starting point was that to try and understand the context in which they were going to operate.

3 SUBGROUPS—3 KEY WORDS: each subgroup defined a strategy and each strategy was clearly guided by one key principle:

- Harmony
- Relationship
- Structure





STEP 2: IMPLEMENTATION

After defining the strategy, the implementation phase begun during which precise actions had to be taken for which immediate feedback was received...

Within 30 minutes some dominant reactions were clearly visible starting with a certain degree of impatience, frustration but also culturally driven change strategies came to the surface. Most of the participants, in actual fact, showed a tendency of interpreting the feedback from a Western perspective according to which change is 'implementation by doing' and not 'informing the whole range of networks within the LHC about the change'. Little time was spent looking into the background of all 22 change recipients in order to identify the 6 key players that could actually be persuaded to use the PMS. Meanwhile, time pressure made the participants act more and more in accordance to their natural predisposition of 'discussing less and acting more' while justifying as a lack of trust on behalf of the Chinese recipients the negative feedback received to the suggestions implemented.

In addition to this, the emotional crescendo was clearly visible from the outside and confirmed by the people who would say:



'We need to act...
time is running out...'



After 60 minutes, another 10 were given and despite the scores reached by each subgroups, no group managed to get any adopters!



© Marianna Amy Crestani

STEP 3: DEBRIEFING

The key lessons related to managing change in China can be summarised as follows:

Key Lessons

Change is a Process :

- Match **Tactics** to
 - Profiles (e.g. innovator vs Late Majority),
 - Strategies (e.g. networking), and
 - Timing (when in 4 phases of adoption)
- Make use of the **Bandwagon Effect**

LingHe Simulation*	LingHe Simulation*
<p>East vs West : lessons for Western managers</p> <ul style="list-style-type: none"> • double "tipping point" • Lower management will not consent before top management! • Top management will not consent unless certain outcome • need to communicate at all levels <ul style="list-style-type: none"> ... time consuming ... use range of communication channels • reduce uncertainty & highlight benefits 	<p>East vs West: lessons for Chinese managers</p> <ul style="list-style-type: none"> • overestimation of Emotional Intelligence • <u>too much time</u> spent on developing relations • ignoring lower management levels <ul style="list-style-type: none"> ... may underestimate their (informal) influence ... may overestimate one's authority • risk avoidance when faced with uncertainty <ul style="list-style-type: none"> ... yet risk is inherent / unavoidable!

And, as far as, the experience of seeing yourself from an external perspective while going through a highly engaging simulation, here are some comments:

'It was very insightful and great to be on the other side for a change'

'It was so real that Martina and I had back and shoulder ache from the anxiety of trying to get those adopters in the bag'

'Very interesting to see ourselves and our reactions'

The 'learning by doing' experience guaranteed by the LingHe simulation, therefore, emphasises that introducing change not only involves making the right choices but also implementing them the right way... which can be pretty complex tasks especially in a cross-cultural context!

A special thank you goes to:

- David Trickey, senior partner of TCO International Diversity Management for sharing the tool and the experience
- The participants for being so open and willing to share their 'emotional crescendo'
- Sietar Italia for hosting the event



For the sections on "the background information, the context and the change plan", I used the article "Understanding the Organizational Dynamics of Change in China, A multimedia simulation approach" by Shuming Zhao, Huifang Yang, Philippe Leisert, Albert A. Angehem and Leo Van Geffen, 2008.

For information on Sietar Italia, please contact: sietar-italia@gmail.com
For more information about the LINGHE simulation, visit [The LING HE SIMULATION](http://www.worldwork.biz) page on www.worldwork.biz and contact Eric.Wang@worldwork.biz



PROGRAMMA WORKSHOP DI SIETAR ITALIA PER IL 2012

Date e luoghi non sono definitivi. Vi preghiamo di controllare sempre sul sito www.sietar-italia.org per conferma. Per prenotare un posto contattate gentilmente sietar.italia@gmail.com. Se non altrimenti segnalato, tutti i seminari saranno dalle 14.30 alle 18.30. Dal 2012 i seminari saranno aperti solamente ai Soci (eccetto i seminari che saranno segnalati come aperti a tutti) Invitiamo i Non-Soci ad un massimo di 2 seminari gratuiti, dopo di che ci aspettiamo che si iscrivano.

<p>Sabato 28 gennaio Sala Sirin – Milano NB: 9.45-13.00 Sarà seguita da Assemblea - 14.45-17.15</p>	<p>George Simons Il futuro dell'intercultura (in inglese) - 9.45-11.15 Massimo Santoro L'uso dei blob nella formazione interculturale – applicazioni pratiche 11.45-13.00</p>
<p>Sabato 25 febbraio Servizi Estero – Milano</p>	<p>Frederique Sylvestre La formazione interculturale nel processo di globalizzazione delle imprese</p>
<p>Venerdì 16 marzo Sala Arcobaleno - Roma</p>	<p>Roberto Ruffino Identità italiana tra Europa e società multiculturale (Aperto ai Non Soci)</p>
<p>Sabato 12 maggio Servizi Estero – Milano</p>	<p>Kazuo Inumaru I vincoli all'internazionalizzazione del Giappone</p>
<p>Giovedì 24 maggio Istituto Quarenghi – Bergamo NB: 16.30-18.30</p>	<p>Peter Anderson Edward Hall and his cultural dimensions: practical applications to the language classroom (in English) (Aperto ai Non Soci)</p>
<p>Giovedì 24 maggio I Libri di Mauro-Dalmine NB: 20.00-21.30</p>	<p>Peter Anderson Presentazione del libro THE SILENT LANGUAGE (IL LINGUAGGIO SILENZIOSO) di Edward T. Hall (Aperto ai Non Soci)</p>
<p>Venerdì 22 giugno Servizi Estero – Milano</p>	<p>Sergio Di Giorgi Il cinema per la formazione interculturale</p>
<p>Lunedì 9 luglio Servizi Estero – Milano NB: 17.30-20.00</p>	<p>Cristina Volpi e Martina Bertuzzi Aperitivo letterario: L'utilizzo della letteratura come strumento virtuale low-tech per la comprensione interculturale</p>
<p>Venerdì 21 settembre Servizi Estero – Milano</p>	<p>Martina Bertuzzi Un caso di merger: Fineco-Unicredit – le implicazioni interculturali</p>
<p>Sabato 13 Ottobre Servizi Estero – Milano</p>	<p>Maura Di Mauro Sviluppare competenze interculturali in azienda: casi studio</p>
<p>Giovedì 15 Novembre NB: Webinar (2 ore – 18.00-20.00)</p>	<p>David Trickey Delivering intercultural training through virtual classrooms: the Coca Cola experience (in English)</p>



PROGRAMME OF SIETAR ITALIA WORKSHOPS 2012

Dates and locations are not definitive. Please check on www.sietar-italia.org for confirmation. If language not mentioned, the workshop will be delivered in Italian. To book a place please write at sietar.italia@gmail.com. If not otherwise stated, all workshops will be from 2.30 to 6.30 pm. From 2012 workshops will be open to members only (unless otherwise stated). We welcome non-members to a maximum of two workshops but expect them to join after that.

<p>Saturday 28 January Sala Sirin – Milan NB: 9.45-13.00 Followed by AGM in pm - 14.45-17.15</p>	<p>George Simons The Future of Interculture (in English) – 9.45-11.15 Massimiliano Santoro The Use of Film Excerpts in Intercultural Training – practical applications – 11.45-13.00</p>
<p>Saturday 25 February Servizi Estero – Milan</p>	<p>Frederique Sylvestre Intercultural Training in the Company Globalization Process</p>
<p>Friday 16 March Sala Arcobaleno – Rome</p>	<p>Roberto Ruffino Italian Identity in Europe and the Multicultural Society (Non-Members Welcome)</p>
<p>Saturday 12 May Servizi Estero – Milan</p>	<p>Kazuo Inumaru The Restrictions of Japan's Internationalization</p>
<p>Thursday 24 May Istituto Quarenghi – Bergamo NB: 16.30-18.30</p>	<p>Peter Anderson Edward Hall and his cultural dimensions: practical applications to the language classroom (in English) (Non-Members Welcome)</p>
<p>Thursday 24 May I Libri di Mauro – Dalmine NB: 20.00-21.30</p>	<p>Peter Anderson Talk on the book THE SILENT LANGUAGE by Edward T. Hall (Non-Members Welcome)</p>
<p>Saturday 23 June Servizi Estero - Milan</p>	<p>Sergio Di Giorgi Cinema for Intercultural Training</p>
<p>Monday 9 July Servizi Estero – Milan 17.30-20.00</p>	<p>Cristina Volpi & Martina Bertuzzi Aperitif and Workshop: Using Literature as a Low-Tech Virtual Tool for Cultural Understanding</p>
<p>Friday 21 September Servizi Estero – Milan</p>	<p>Martina Bertuzzi A Merger Case-Study: Fineco-Unicredit – the intercultural implications</p>
<p>Saturday 13 October Servizi Estero – Milan</p>	<p>Maura Di Mauro Developing Intercultural Competencies in a Company: some case-studies</p>
<p>Thursday 15 November Webinar (2hrs 18-20.00)</p>	<p>David Trickey Delivering intercultural training through virtual classrooms: the Coca Cola experience (in English)</p>



ASSEMBLEA GENERALE, 28 GENNAIO 2012 - SIETAR ITALIA



GENERAL ASSEMBLY, 28 JANUARY 2012 – SIETAR ITALIA

AGENDA:

- 09.30 – 09.45 – Presentazione della giornata**
- 09.45 – 11.15 – Lectio sui temi e il futuro dell'intercultura (George Simons)**
- 11.15 – 11.45 - Break**
- 11.45 – 13.00 – L'utilizzo dei blog nella formazione interculturale (Massimiliano Santoro)**
- 13.00 – 14.00 – Lunch Break**
- 14.00 – 14.30 – Potenzialità e rischi delle tecnologie virtuali**
- 14.30 – 15.15 – AO: Presentazione e approvazione del budget annuale**
- 15.15 – 16.15 – Sietar Italia nel 2012**
- 16.15 – 17.15 – Elezioni del Consiglio Direttivo**

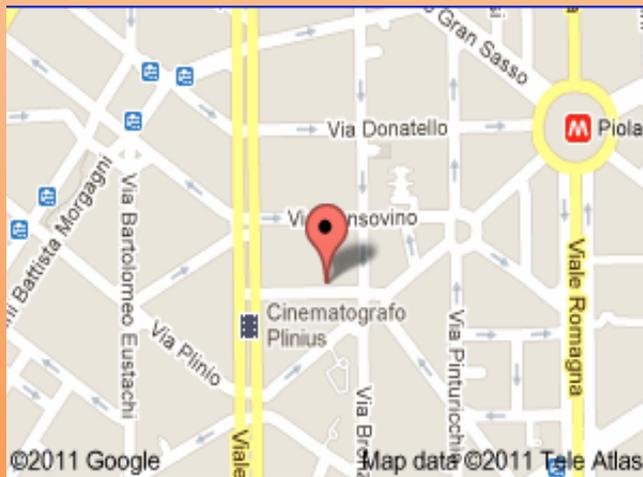
AGENDA:

- 9.30 – 9.45 : Introduction to the day**
- 9.45-11.15: The 'hot' topics and the future of the intercultural field by George Simons**
- 11.15-11.45: Break**
- 11.45-13.00: Using blogs for intercultural training by Massimiliano Santoro**
- 13.00-14.00: Lunch Break**
- 14.00-14.30: Potentialities and risks of using virtual technologies for intercultural training**
- 14.30- 15.15: Annual budget presentation and approval**
- 15.15-16.15: Sietar Italia in 2012**
- 16.15-17.15: Elections of new Board Members**



- **Quando? When? Sabato 28 gennaio 2012 – Saturday 28th January 2012**
- **Dove? Where?**

**Spazio Sirin, Via Vincenzo Vela, 15
Milano**



Spazio Sirin
Via Vincenzo Vela, 15
20133 Milano
02 36510754

[Indicazioni stradali -
Visualizza una mappa ingrandita](#)

Altre informazioni? / Other information?

Il costo della giornata è di 40 euro ed include:

- l'intera giornata di formazione e presentazione
- il pranzo
- una copia del blob presentato da Massimiliano Santoro. I brani del blob sono tratti da:

Babe maialino coraggioso

-La stella che non c'è

-Amadeus

-Totò Peppino e la Malafemmina

-Bobby



- una copia del booklet del progetto Sietar Italia portato a Cracovia.

The cost of the day is of 40 euros and it includes:

- *the entire day with training content and presentations*
- *lunch*
- *a copy of the blob presented by Massimiliano Santoro with scenes taken from:*

Babe maialino coraggioso

-La stella che non c'è

-Amadeus

-Totò Peppino e la Malafemmina

-Bobby

- *a copy of the booklet presented by Sietar Italia in Krakow.*



CAMPAGNA ADESIONI 2012

L'Associazione Culturale SIETAR Italia, fondata nel 2009, ha lo scopo di favorire la crescita della consapevolezza interculturale in Italia riunendo tutte le persone che si occupano di comunicazione interculturale, proponendo momenti di formazione e crescita professionale ed offrendo una serie di servizi dedicati ai Soci.

Aderire a **SIETAR Italia** significa entrare nell'Associazione Italiana Interculturale che a sua volta fa parte del più ampio network mondiale di **SIETAR**. Permette così di partecipare ai congressi internazionali ed instaurare relazioni con interculturalisti italiani, europei e mondiali.

Ogni anno **SI** propone una serie di Seminari. Il Programma dei Workshop **SI** è un contenitore di corsi di mezza giornata realizzati da interculturalisti professionisti ed esperti che mettono a disposizione dei Soci la loro esperienza. Nel 2011 proponiamo di nuovo un ricco carnet di eventi. L'obiettivo di questi incontri è di favorire la crescita professionale degli interculturalisti italiani in ambito lavorativo e scolastico, come nella ricerca.

12 buoni motivi per diventare Socio di SIETAR Italia:

1. Ho un interesse nella comunicazione interculturale;
2. Desidero contribuire al miglioramento della comprensione tra culture;
3. Sono formatore, docente, studente o ricercatore su temi interculturali presso istituzioni, aziende, scuole o università;
4. Lavoro per risolvere conflitti interculturali o per promuovere il multiculturalismo in ambito nazionale ed internazionale;
5. Ambisco a far parte di un network italiano, europeo e mondiale di interculturalisti;
6. Voglio essere visibile e comunicare con il network **SIETAR** in maniera interattiva tramite il sito di **SIETAR Italia**;
7. Voglio crescere professionalmente partecipando ai workshop e seminari formativi;
8. Voglio condividere esperienze professionali;
9. Voglio sviluppare nuove relazioni di business;
10. Voglio accedere ai servizi ed alle convenzioni che **SI** mette a disposizione dei Soci;
11. Voglio mantenermi al corrente con la Newsletter dell'Associazione;
12. Voglio partecipare ai forum tematici di discussione.

Per tutti questi motivi **ENTRA ANCHE TU** a far parte della nostra Associazione!

Per ulteriori informazioni visita il sito www.sietar.italia.org o scrivi a sietar.italia@gmail.com



JOIN SIETAR ITALIA IN 2012!

The mission of **SIETAR Italia** - established in 2009 - is to promote the growth of intercultural awareness in Italy bringing together all those involved in intercultural communication and offering training and professional growth as well as a range of services for our Members.

Joining **SIETAR Italia** means being part of the Italian Intercultural Association which is in turn part of the larger worldwide **SIETAR** network. This allows you to take part in international congresses and meet like-minded interculturalists from Italy, Europe and the world.

Every year **SI** proposes a rich Programme of Workshops. The half-day Seminars are delivered by professional interculturalists who want to share their knowledge with our Members. In 2012 there will be yet again over ten workshops. The aim of the seminars is to favour the professional growth of Italian Interculturalists in the fields of research, education and training.

12 good reasons to join SIETAR Italia

1. I am interested in intercultural communication;
2. I yearn to contribute to the improvement of understanding amongst cultures;
3. I am a trainer, teacher or researcher in the field of intercultural studies in institutions, companies, schools or universities;
4. I work to solve intercultural conflict or to promote multiculturalism in Italy and internationally;
5. I aspire to be part of the network of interculturalists in Italy, Europe and the world;
6. I want to be visible and communicate interactively with the **SIETAR** network through the **SIETAR Italia** website;
7. I long to grow professionally by participating in train-the-trainer workshops and seminars;
8. I wish to share my professional experiences;
9. I want to develop new business relations;
10. I expect to have access to all the services and **SI** makes available to Members;
11. I desire to be kept up to date through the Association's Newsletter;
12. I would like to take part in discussion forums.

For all these reasons **JOIN** our Association!

For further info please browse the site www.sietar-italia.org or write to sietar.italia@gmail.com



**UN 'GRAZIE' SPECIALE AI PRESENTATORI DEL 2011
A SPECIAL 'THANK YOU' TO THIS YEAR'S SPEAKERS**

 	<p><i>Maura Di Mauro e Virginia Busato</i> Milano, Sabato 15 Gennaio Le autrici presentano i loro libri/The authors present their books</p> <p><i>ORGANIZZAZIONE E DIFFERENZE. PRATICHE, STRUMENTI E PERCORSI FORMATIVI di Maura Di Mauro</i> <i>ORGANIZATION AND DIFFERENCES. PRACTICES, TOOLS AND TRAINING COURSES by Maura Di Mauro</i></p> <p><i>CONOSCERE I CINESI: TUTTO QUELLO CHE C'E' DA SAPERE SUI PROTAGONISTI DELLA SCENA MONDIALE di Virginia Busato</i> <i>KNOW THE CHINESE: ALL YOU NEED TO KNOW ABOUT THE PROTAGONISTS OF THE GLOBAL SCENARIO by Virginia Busato</i></p>
	<p><i>Milton Bennett</i> Milano, Sabato 5 febbraio Assemblea Generale – Ospite speciale/ General Assembly – Special guest</p> <p><i>WHAT ALL INTERCULTURALISTS NEED TO KNOW: WHY THEY ARE NOT CROSS-CULTURAL PSYCHOLOGISTS, ANTHROPOLOGISTS, OR INTERNATIONALISTS</i></p>
	<p><i>Elizabeth Abbot</i> Roma, Sabato 12 marzo THE FUTURE OF INTERCULTURAL COMMUNICATIONS: WHERE WILL WE BE IN 5 YEARS?</p>
 	<p><i>Ruth Ann Lake e Patti Janega</i> Milano, Sabato 26 marzo ICEBREAKERS ESERCIZI INDUTTIVI PER LA FORMAZIONE INTERCULTURALE: ELEMENTI INTERATTIVI PER FAVORIRE L'APPRENDIMENTO ICEBREAKERS AND INDUCTIVE EXERCISES FOR INTERCULTURAL TRAINING: INTERACTIVE ELEMENTS TO FACILITATE LEARNING PROCESS</p>



Marco Croci

Milano, Sabato 9 aprile

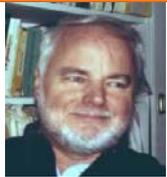
TIME IN DIFFERENT CULTURES – CAUSES AND CONSEQUENCE

e/and

Bergamo, Giovedì 26 maggio

L'autore presenta il suo libro /The author presents his book

I CINESI SONO DIFFERENTI / THE CHINESE ARE DIFFERENT



Patrick Boylan e Steve Franzoni

Bergamo, Giovedì 26 maggio

*INSEGNARE MEGLIO LE LINGUE, GRAZIE ALL'APPORTO DEGLI
ALUNNI NON-ITALIANI IN AULA*



Marianna Crestani with Bjørn Zakarias Ekelund and David Trickey

Milano, Sabato 17 settembre

*PRESENTATION OF TWO COMPLEMENTARY MEASUREMENT TOOLS:
DIQ and IPI - Diversity Icebreaker Questionnaire & The
International Preferences Indicator*



e/ and



David Trickey e Marianna Crestani

Milano, Sabato 19 novembre

MANAGING CHANGE IN CHINA: A COMPUTER BASED SIMULATION



Grazie a SERVIZI ESTERO PER OSPITARE LA MAGGIOR PARTE DEI NOSTRI SEMINARI!

Thank you to SERVIZI ESTERO FOR HOSTING MOST OF OUR SEMINARS!



E / and

**UN 'GRAZIE' A TUTTI I COLLABORATORI DI SIETAR ITALIA
'THANK YOU' TO ALL SIETAR ITALIA'S COLLABORATORS**

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NEWSLETTER



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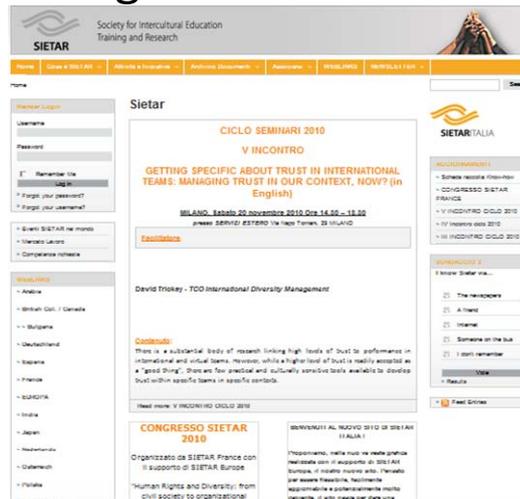
Society for Intercultural Education
Training and Research
Associazione per l'educazione, la formazione
e la ricerca su temi interculturali



Website – implementazione e aggiornamenti / implementation and updating



Goffredo Diana



Giulia Geroldi

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**Ed infine... BUON NATALE E FELICE 2012 DA SIETAR ITALIA!
And finally... MERRY CHRISTMAS AND A HAPPY NEW YEAR FROM SIETAR
ITALIA!**

**IL TEAM DI
SIETAR ITALIA
THE TEAM OF SIETAR
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