



SIETARITALIA

CONFERENZA ANNUALE 2015



SIETARITALIA

Society for Intercultural Education
Training and Research

**Sabato 14 e Domenica 15
febbraio 2015**

ore 9.00-19.30

**Hostel Gogol Via Chieti 1
Milano**



SIETAR ITALIA

CONFERENZA ANNUALE di SIETAR Italia – 14-15 febbraio 2015

7° Assemblea Ordinaria dei Soci con un ricco corollario di talks e workshops

CONFERENZA SIETAR Italia – sabato 14 febbraio 2015

09.00-11.00	From Intercultural to Systemic – a Time to Abandon an Irrelevant Discourse?	Bob Dignen – York Associates
11.00-11.30	Coffee break	
11.30-13.30	Gender, Power, Hierarchy: A Practical Exploration of the Limitations of Intercultural Training Concepts	Rudi Camerer & Judith Mader – ELC Frankfurt
13.30-14.30	Lunch	
14.30-16.00	Forget about Intercultural Training!	Myriam Callegarin – Company Coach
16.00-17.30	Shakespeare's Lessons in Leadership?	Jane Everett – Intercultural Trainer
17.30-18.00	Tea break	
18.00-19.30	Helping our Clients Do Business in North Africa	Alessandra Bonezzi Intercultural Trainer

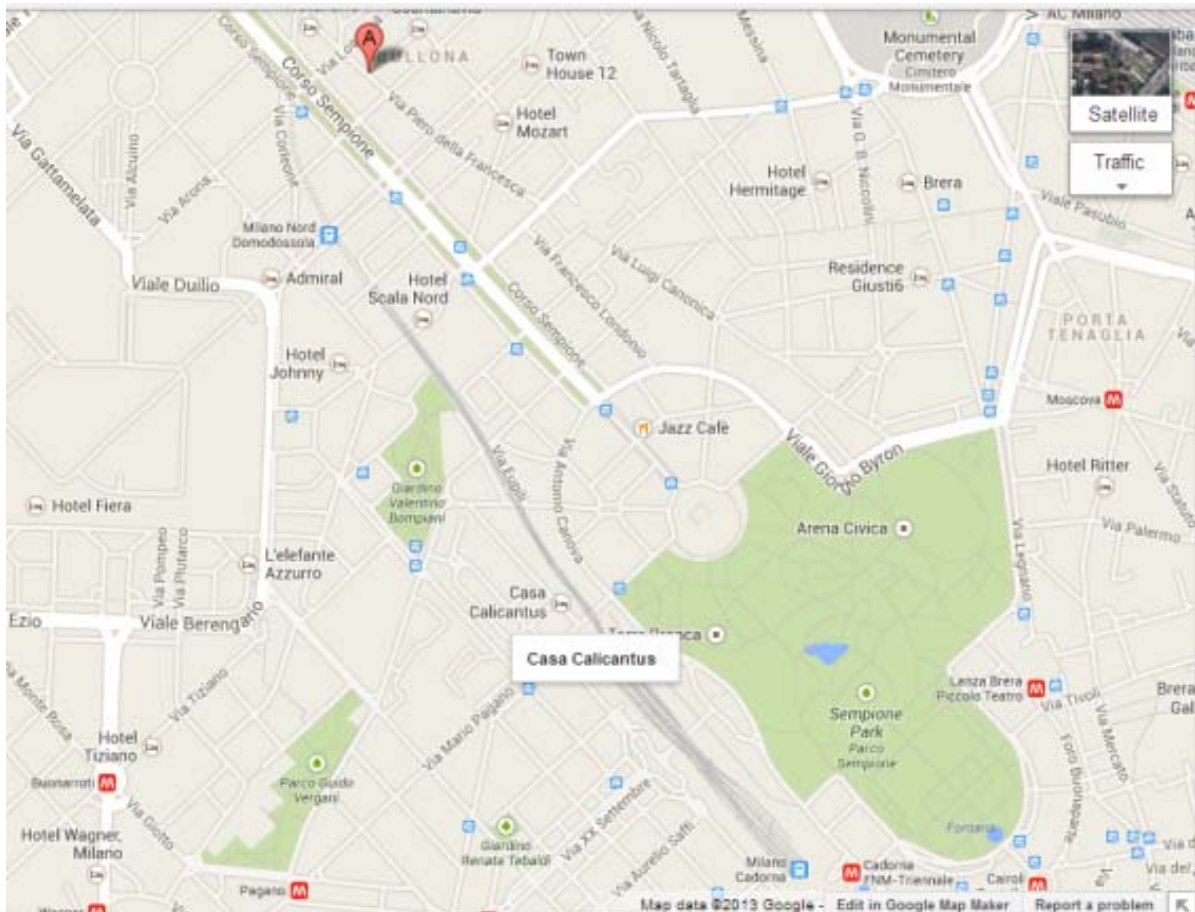
CONFERENZA SIETAR Italia – domenica 15 febbraio 2015

09.00-11.30	Praticare la FILOSOFIA: insieme, alla ricerca di un senso	Paolo Cervari – Filosofo e Coach
11.30-12.00	Coffee break	
12.00-13.30	The Intercultural Dialogue and Challenge of our Time Intercultural Philosophy: Problems and Perspectives An Intercultural Experience with the Burmese Children of Sittwe	Roberta Cappellini Giuseppe Cognetti Anna Natalini CIRPIT Italia
13.30-14.30	Lunch	
14.30-16.00	The Competitive Advantage of Diversity related to International Migrations for the Economic and Social Development of European Society Diversity Management and Migrant Workers in Lombard Organizations: a promising – and challenging – picture from the field	Laura Zanfrini Massimiliano Monaci Università Cattolica
16.00-17.30	Some Thoughts concerning Cross-Cultural Leadership	Bettina Gehrke – SDA Bocconi
17.30-18.00	Tea break	
18.00-19.30	Assemblea Ordinaria dei Soci di SIETAR Italia	



SIETAR ITALIA

- **Sabato 14 e domenica 15 febbraio 2015 dalle 9.00 alle 19.30**
- **HOSTEL GOGOL in Via Chieti 1 a Milano (zona Corso Sempione)**
<http://www.gogolostello.it>. Facilmente raggiungibile prendendo il tram n° 1 da Stazione Cadorna in direzione PIAZZA CASTELLO e scendendo alla fermata **SEMPIONE ARONA**.



Conferenza - Il costo di 1 giornata è di €45 (€30 per under 30) e delle 2 giornate è di €80 (€50 per under 30). Per i relatori le giornate sono gratis. Il costo include:

- **I workshops e talks**
- **I pranzi**
- **Caffè e rinfreschi**
- **Il quaderno n° 4 di SIETAR Italia - LA COMUNICAZIONE INTERCULTURALE: L'APPROCCIO CULTURALE COMUNICATIVO ALL'INSEGNAMENTO DELLE LINGUE**
- **Innumerevoli occasioni di networking!**

Hostel Gogol - Il costo di una camera singola è di €50 e la doppia €80.



SIETAR ITALIA

Saturday 14 February 2015 from 09.00 to 11.00

From Intercultural to Systemic – a Time to Abandon an Irrelevant Discourse?

Speaker: Bob Dignen – York Associates

Abstract: Interculturalists aim to provide essential support to leaders working internationally, developing competencies relevant to working across cultures. However, it is timely to reflect on the purpose, process and relevance of intercultural discourse, and how far it may have become disconnected from the actual realities and needs of those leading within today's multinational. Could it be time to shift away from classical intercultural perspectives to a more systemic approach – intra-organisational and inter-organisational - to more effectively understand the challenges facing our clients and support them to develop insights which can help them to drive sustainable results?



Biodata: **Bob Dignen** is a director of York Associates. He specialises in intercultural skills and international team seminars. He is an accredited facilitator of Fierce Conversations™, a licensed coach for The International Profiler (an intercultural profiling tool), and an advanced practitioner of TMP (Team Management Profile), an international team development tool. As an author, his titles include *Working in Project Teams* (DELTA / York Associates), *Communicating Across Cultures* (Cambridge University Press), *Effective International Business Communication* (Harper Collins), *50 Ways to improve your international presentation skills* and *50 Ways to improve your intercultural skills* (Summertown).



SIETAR ITALIA

Saturday 14 February 2015 from 11.30 to 13.30

Gender, Power, Hierarchy: A Practical Exploration of the Limitations of Intercultural Training Concepts

Speakers: Judith Mader & Rudi Camerer – ELC Frankfurt

Abstract: Some aspects which may seriously affect the success of practical international communication have rarely been addressed in intercultural training courses in the past, among them questions relating to GENDER. In view of the growing number of intercultural partnerships, both organisational and personal, this seems particularly relevant. What do we need to know, what do we need to prepare for, and what should we be able to say and do in intercultural encounters affected by diverse culture-based gender-roles? Similarly, HIERARCHY, POWER and differences in power may have important effects on the success of international/intercultural encounters. This is, again, an aspect which has been largely neglected so far. How can power be expressed in different cultures? What do learners need to be able to recognise, to say and to do? We will present research findings and suggest ways of dealing with these in teaching and training contexts.



Judith Mader has worked in many areas of English Language Teaching. She is Head of Languages at the Frankfurt School of Finance and Management, and Advisor at elc-European Language Competence, Frankfurt & Saarbrücken. She has published widely and, with Rudi Camerer, co-authored *Intercultural Competence in Business English* (Cornelsen 2012).



Rudi Camerer has worked in adult education and language testing for many years and is at present Director of a language and intercultural consultancy, elc-European Language Competence, Frankfurt & Saarbrücken. He is the author of a number of publications on the teaching and testing of intercultural competence. Training materials for secondary school students of English and French developed by elc, which combine the teaching of intercultural competence with foreign language teaching, were awarded the *European Language Label*, a distinction initiated by the European Commission and awarded annually Europe-wide.



SIETAR ITALIA

Saturday 14 February 2015 from 14.30 to 16.00

Forget about Intercultural Training!

Speaker: Myriam Callegarin - Coach

Abstract: Why don't leaders and organizations recognize that intercultural training could significantly increase their chances to succeed in global business? Is intercultural training really the most effective way to develop global leadership competence? Is coaching the better option? Or are there other more effective alternatives? During her open and provoking session Myriam Callegarin will present case studies and eye-opening researches to explore what needs to be done differently in order to meet the needs of today's executives and organizations.



Biodata: **Myriam Callegarin** works with global executives and teams, helping them to improve employee performance and achieve better business results in global markets. As an ICF credentialed coach and a global leadership trainer she has been working with managers in multinational organizations such as Daimler, Roche, Luxottica, Comau, Enel, Eni, Ford, Reckitt Benckiser, Telecom and several other companies. She also teaches International Management within the Executive MBA program at CUOA Business School. A native Italian, Myriam worked in International Sales at Mercedes-Benz in Germany, Singapore and South Korea for eleven years before starting her own consulting business in 2002, specializing in market entry and international mergers and acquisitions. Due to her strong passion for foreign cultures and people development in 2008 she transitioned to coaching and intercultural training. She graduated from the International Coach Academy and from the Center for Executive Coaching. She is a licensed consultant for The International Profiler, the International Preferences Indicator, and a licensed coach for Tilt 360 leadership assessments, including the Tilt 365 Positive Influence Predictor.

Saturday 14 February 2015 from 16.00 to 17.30

This will be an interactive session held in English for members only

Shakespeare's Lessons in Leadership?

Facilitator: Jane Everett – Intercultural Trainer

Abstract: Shakespeare offers non-prescriptive advice and key insights into the workings of the human mind and human nature as well as practical techniques to motivate and inspire others around us. Inspired by the five practices of exemplary leadership as defined by Kouzes and Posner (The Leadership Challenge) this workshop explores some of the lessons that can be learnt in transformational leadership from Shakespeare. The 5 lessons from the full masterclass workshop are: **☞ Challenge the Status Quo ☞ Create a Compelling Vision ☞ Enable Others to Act ☞ Model the Way ☞ Encourage the Heart.** This 'pilot' workshop is designed for members only of SIETAR to stimulate, inform, experiment and entertain, and is eager and open to feedback and input to discover how such lessons could be made absolutely relevant to today's professionals.



Biodata: Jane Everett has been an intercultural trainer and consultant for the last 15 years. During this time she has delivered intercultural and management communication skills workshops for many of Italy's major companies including Enel, FIAT, Unicredit, Alenia, Ermenegildo Zegna, Campari and has coached many individuals in small private companies and multinationals alike. Since 2001 she has looked after the Russian market for a London based management training company, and she regularly travels to Russia to offer training consultancy for clients and deliver training and public seminars. She is professor of Intercultural Competences at LIUC, the University of Castellanza on the ERASMUS and Masters programmes. After graduating in Russian and Slavonic studies she spent a year teaching English at the Pedagogical University in Penza, Samara Region in Russia, (during which time she also explored Pakistan from Karachi to Islamabad), and following her Masters in Interpreting and Translating for International Business, worked as a translator with Ernst & Young in Moscow before spending a period in the City of London. She transferred to Italy in 2001 and now lives on Lake Maggiore where she supports her husband in the running of a B&B and offers residential coaching and public workshops to professionals who need to develop their professional skills. She has worked in the theatre and her professional skills workshops draw on theatrical techniques, metaphors and classic works to enhance the experiential learning process.



Saturday 14 February 2015 from 18.00 to 19.30

Helping our Clients Do Business in North Africa

Facilitator: Alessandra Bonezzi – Intercultural Trainer

Abstract: The seminar is intended to be an introductory round-up of things to consider when starting to do business in North Africa, and in particular in Tunisia in the aftermath of the 2011 Arab spring. The objective is to allow fellow colleagues to gain a deeper knowledge and understanding of the core values, communication patterns and behavior in the local working environments and to further enable their clients to maximize results while working in the region by anticipating – amongst other things – potential operational dysfunctions. The methodology will be based on a *combination* of informational and experiential components to facilitate the construction of the interpersonal skills and “savoir faire” to successfully adapt to new ways of thinking, acting and conducting business in North Africa.



Biodata: **Alessandra Bonezzi** is an experienced freelance consultant, intercultural trainer and moderator. In 2008 she moved to Tunisia where she has worked as a program coordinator within the SIT student exchange program and later as regional advisor for Tunisia and the Maghreb region in an international consulting company. She works on a freelance basis for the local branches of several international development agencies, international foundations, local and international NGOs and teaches Cross Cultural management at the Mediterranean School of Business. In 2011 she co-founded a Tunisian association for the development of cross-cultural competences approved (with great difficulty!) by ministerial visa. Before moving to Tunisia, Alessandra worked as an export manager for European and Non-European countries for national and multinational companies with increasing responsibility where she developed her skills in project management, planning and reporting.



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Sunday 15 February 2015 from 09.00 to 11.30

Praticare la FILOSOFIA: insieme, alla ricerca di un senso

Facilitator: Paolo Cervari - Filosofo

Con il termine Pratiche Filosofiche si designa oggi un'insieme di discipline e procedure ormai collaudate e affermate da diversi anni, specialmente nel mondo nord europeo e anglosassone (particolarmente Germania, Olanda, Scandinavia, Inghilterra, Canada e USA).

Le Pratiche Filosofiche si basano sulla tradizione filosofica occidentale per ottenere dei risultati "pratici", ovvero, di regola un miglioramento della situazione di partenza.

Possono essere utilizzate per aiutare sia individui che gruppi a:

- chiarire la struttura concettuale e pratica di un problema
- aiutare a sviluppare consapevolezza riguardo a sé stessi, un'identità di gruppo, una situazione
- sviluppare una comunicazione e un linguaggio comuni al gruppo
- favorire la comprensione reciproca
- sviluppare implicazioni e conseguenze di scelte e valori
- favorire il pensare insieme, in comunità
- affrontare meglio i cambiamenti (sia degli individui che dei gruppi)
- creare, sviluppare, modificare e mettere alla prova idee e concetti
- procedere sulla strada della ricerca della saggezza

In generale producono un discreto senso di soddisfazione nei partecipanti, inoltre misura e moderazione, accoglienza e tolleranza sono virtù filosofiche messe in pratica nell'attività stessa, dai facilitatori in primis.

IL CONFLITTO: UN INCONTRO PER PENSARE INSIEME

Il conflitto come risorsa e come danno

Può essere utile un conflitto? Quali vantaggi può portare? Cos'è il contrario del conflitto? Il conflitto può essere un male? E il Male? A partire da queste domande un dibattito facilitato dal consulente filosofo in cui tutti si porteranno a casa qualcosa: un'idea in più una riflessione, un proposito ...



(EL)

« Πόλεμος πάντων μὲν πατήρ ἐστι, πάντων δὲ βασιλεύς, καὶ τοὺς μὲν θεοὺς ἔδειξε τοὺς δὲ ἀνθρώπους, τοὺς μὲν δούλους ἐποίησε τοὺς δὲ ἐλευθέρους. »

(IT)

« Polemos è padre di tutte le cose, di tutte re; e gli uni disvela come dèi e gli altri come uomini, gli uni fa schiavi, gli altri liberi. »

Eraclito



Paolo Cervari è laureato in filosofia, lavora da sempre come consulente nel campo teso tra la comunicazione organizzativa, le strategie e lo sviluppo delle persone. Ha ricoperto incarichi per medie imprese italiane come responsabile dello comunicazione e dello sviluppo organizzativo, ha lavorato in staff e board di direzione in PMI. Ha lavorato come formatore, consulente e coach per numerose aziende italiane, da multinazionali a PMI. E' coach certificato presso l'MRI di Palo Alto (California), formatore per il Centro di Terapia Strategica di Arezzo e consulente filosofico di Phronesis, dove è responsabile della sezione professione. Ha all'attivo nel settore numerose pubblicazioni su riviste specializzate (Phronesis, FOR, Persone&Conoscenze...) e ha pubblicato i libri *Il filosofo in azienda* (Apogeo, 2010, con Neri Pollastri) *IES-Intelligenza empatico sociale* (Franco Angeli 2011, con altri tre autori), e un contributo sulla filosofia come forma di coaching e la psicologia strategica nel libro *Sofia e Psiche* (Liguori, 2011).



Sunday 15 February 2015 from 12.00 to 12.30

The Intercultural Dialogue and the Challenge of our Time

Speaker:

Maria Roberta Cappellini – CIRPIT President

Abstract: We are living in an age of transition, the old myths (visions of life) have died and the new ones have not yet emerged; as Panikkar affirmed, we have to prepare the ground for a new “myth” based on pluralism, peace and harmony. For this reason we have to deconstruct our global vision of the world, our monolithic beliefs and prejudices and our occidental official dogmatisms (both confessional and scientific), rethink our positions and cross our frontiers discovering “otherness”. To build a new myth we need interculturality and dialogue. Panikkar’s “dialogical dialogue” conditions are represented by a holistic education, based on the idea of human wholeness and enhancement of its differences, by an empathic attitude based on the binomial of knowledge and love and by the symbolic language, which constitutes our relational a-dual experience. These dialogical aspects can enable us to realize “the radical relativity” of our positions and opinions, learning from the others’ experiences, while discovering our roots, at the same time widening our singular, fixed perspectives into moving horizons and into the possibility of a cross-fecundation among different cultures and civilizations.



Biodata: **Maria Roberta Cappellini** is a researcher and essayist in intercultural studies, hermeneutics, aesthetics, and contemporary philosophy. Her university studies include: Foreign Languages and Literatures (Bologna 1977), Philosophical and Pedagogical Sciences (Brescia 1992), Hebrew hermeneutics (Milan 1995), Contemporary, Intercultural philosophy (Milan 1997, Catalunya 2005). She has been actively involved in promoting intercultural understanding as Counsellor at Cepaf Social Centre (Brescia); Promoter of Open Event (Cultural Events and International Conferences for Regione Toscana); She is Co-founder and President of CIRPIT (Intercultural, Interuniversity Centre Dedicated to Raimon Panikkar-Italy, www.cirpit.raimonpanikkar.it). She has participated to Conferences at national and international cultural Institutes and Universities. Her publications on philosophical and theological studies include: *André Neher tra esegesi ed ermeneutica*, (Morcelliana, Brescia, 2000); *Il sogno di Mosè*, (Hermatena, Bologna, 2006); *Sulle tracce del sogno dell'uomo. A colloquio con Raimon Panikkar tra tradizioni e pensiero contemporaneo*.



Sunday 15 February 2015 from 12.30 to 13.00

Intercultural Philosophy: Problems and Perspectives

Speaker:

Giuseppe Cognetti – Siena University

Abstract: Today in the coexistence of our increasingly multi-ethnic societies, it is important to open ourselves to pluralism not only theoretically but above all existentially. This does not involve the loss of our values, beliefs or lifestyles, but rather an understanding of their relativity. Indeed it is not a question of a-priori universals, but of answers to problems arising in specific historical, cultural, linguistic contexts. Panikkar argues that it is reality itself, in its deep structure, to be pluralistic and that it is a terrible violence to try to impose a single thought, a single religion, or economy, all over the world. (ie Biblical Tower of Babel) as we are in fact doing with our “globalization”, that intends to export our Western pattern everywhere. So our monistic as well as dualistic systems must be overcome on behalf of “a-dualistic patterns” that seem to constitute the most appropriate answer to the complexity of our time.



Biodata: **Giuseppe Cognetti** teaches History of Philosophy and Contemporary Intercultural Philosophy at Siena University. In addition to his various studies on nineteenth century German philosophy, esotericism and intercultural dialogue, he has published the volumes: *La dimensione del Cuore* (Firenze 1993), *L'Arca perduta* (Firenze 1996), *Oltre il nichilismo* (Milano 2003), *La pace è un'utopia? La prospettiva di R. Panikkar* (Soveria Mannelli 2006), *L'età oscura - Attualità di René Guénon* (Milano 2014). He directed Masters on the formation of religious pluralism, and organized national and international conferences on intercultural and interreligious dialogue. Co-founder and Vice President of CIRPIT, (Intercultural Center dedicated to Raimon Panikkar) he is a member of the Editorial Board of Cirpit Review and of Triquetra Book Series (Edizioni Mimesis). Expert in oriental disciplines he is a Member of ITCCA (International Tai Chi Chuan Association) and leads training courses of Yoga and Taiji Quan, associated with his university courses in Siena.



Sunday 15 February 2015 from 13.00 to 13.30

An Intercultural Experience with the Burmese Children of Sittwe

Speaker:

Anna Maria Natalini – ABC President (Burmese Children Association)

Abstract: La mia è una testimonianza (supportata da una serie di slides) di un'esperienza interculturale vissuta sul campo, nello specifico la Birmania, a Sittwe, tra gli orfani dell'Arkan. Con la mia Associazione Onlus, nonostante le enormi difficoltà dovuti ai conflitti locali tra Buddisti e Musulmani, abbiamo realizzato un progetto relativo alla costruzione di un orfanotrofio ed all'organizzazione di un'equipe locale di esperti in grado di accudire, curare ed educare i bambini, riscattandoli da un situazione di estrema povertà ed abbandono.

My talk will be an account - supported by a series of slides - of an intercultural experience I have had at Sittwe in Burma since 2006 with the orphans of Arkan. My not-for-profit organization – despite the enormous difficulties due to the local conflicts between Buddhists and Muslims – implemented a project for the construction of an orphanage and the organization of a team of local experts to look after, nurse and educate these children, rescuing them from a situation of extreme poverty and neglect.



Biodata: **Anna Maria Natalini** Laureata in Psicologia clinica presso l'Università di Bergamo, svolge attività clinica individuale, di coppia e familiare in ambito pubblico e privato. Ha collaborato dal 2006 al 2012 con il centro psico-sociale (CPS) di Romano di Lombardia (BG) e dal 2009 collabora con il Centro Terapia della Famiglia presso L'Ospedale di Treviglio. Nel 2010 è co-fondatrice e Presidente, (ora Past-president) di "Attivamente", Studio associato di Psicologia, con sede a Bergamo e Treviglio (Bg), in cui svolge l'attività clinica. È inoltre co-fondatrice e Vicepresidente di "ABC, Burmese Children Association", Onlus, Associazione di solidarietà e sviluppo per i bambini birmani: www.abc-bambinibirmani.it; e co-fondatrice e membro del consiglio direttivo del Centro Interculturale dedicato a Raimon Panikkar, (CIRPIT): www.raimonpanikkar.it. Da maggio 2014 è Assessore ai Servizi sociali del proprio Comune di residenza.

Sunday 15 February 2015 from 14.30 to 15.15

The Competitive Advantage of Diversity related to International Migrations for the Economic and Social Development of European Society

Speaker: Laura Zanfrini – Università Cattolica

Abstract: The European approach to the government of migrations is traditionally characterized by an emphasis on the labour dimension: this is pivotal for the social acceptance of Third Country Nationals, but has been nurturing the view of a *complementarity* between autochthonous and foreign labour force, and thus has favoured migrants' concentration in low-skilled and low-status jobs. At the same time, European countries – consistently with their historical focus on human rights – have formally extended an ample set of protections, rights and opportunities to foreign workers and their family members, with the result of transforming “temporary migrant workers” into “semi-citizens” (or *denizens*), and protecting them through strong antidiscrimination rules. The attempt to keep these two contradictory logics together – the “economicistic” logic on which the system of entry (and stay) are regulated and the logic of solidarity and equal opportunities – have generated an “historical paradox”, which inhibits the full valorisation of migrants contribution to the economic and social development of European societies (and of their sending countries).

With these premises, the presentation will introduce the aims and the general results of the project “DIVERSE – Diversity Improvement as a Viable Enrichment Resource for Society and Economy”, supported by the European Commission (Grant Agreement No. HOME/2012/EIFX/CA/CFP/4248 *30-CE-0586564/00-20), coordinated by the research centre WWELL of the Catholic University of Milan and realized in cooperation with 14 partners in 10 EU countries (Estonia, Finland, Germany, Hungary, Italy, The Netherlands, Poland, Portugal, Spain and Sweden). The overall and long-term aim of the project is to “rejuvenate” the European approach to immigration, overcoming its historical paradox through three major changes: *a)* shifting from the perception of migrants as contingently instrumental resources to the conception of their human capital as a structural resource for the economic and social development of European societies; *b)* promoting a wider awareness among different types of organisations as to the importance and potentialities of Diversity Management strategies; *c)* improving the social participation and the civic engagement of Third-Country Nationals (especially their participation to voluntary, non-profit organisations) for the construction of an inclusive European society and in order to change their common perception as people who need to be helped and assisted.



Biodata: **Laura Zanfrini**, PhD in Sociology, Scientific Director of the project and of the WWELL research centre, Full professor at the Catholic University of Milan where she teaches “Sociology of Migrations and Interethnic relations” and “Organizations, Environment and Social Innovations”. As one of the main Italian experts of migratory processes, she is a member of various research networks and consultant of many Italian and international organisations. She has written over 250 books, essays and articles.



Sunday 15 February 2015 from 15.15 to 16.30

Diversity Management and Migrant Workers in Lombard Organizations: a promising – and challenging – picture from the field

Speaker: Massimiliano Monaci – Università Cattolica

Abstract: Since the early 2000s, in Italy – as in many other national contexts – Diversity Management (DM) has gained remarkable visibility as a theoretical and practical approach aimed at promoting workplaces that can favour the expression of employees' different identities and their valorization to the advantage of organizational performance. This notwithstanding, in our country little attention has so far been devoted to how the presence and contribution of foreign workers with a migratory background represent or can provide a valuable resource for the organizations employing them. The presentation revolves around the idea that time has come for taking such an issue seriously, by drawing on the findings of an empirical research included in the Italian part of the project "DIVERSE – Diversity Improvement as a Viable Enrichment Resource for Society and Economy", supported by the European Commission (Grant Agreement No. HOME/2012/EIFX/CA/CFP/4248 *30-CE-0586564/00-20). This is a qualitative field study on DM practices towards immigrant human resources implemented by a set of organizations operating in Lombardy and differing with regard to size and sector. The picture emerging from the study looks significant in several respects. Firstly, it enables to identify a variety of practices of inclusion and valorization of immigrant employees (ranging from practical support to the explicit use of staff multicultural composition as a strategic device) which tend to generate benefits for foreign workers themselves, the organizational performance and even the local community. In addition, the research highlights how these DM actions are mainly sustained by an array of informal relational mechanisms in organizational life, which, however, may also combine fruitfully with the adoption of more structured and targeted DM interventions. Finally, we are led to discern the role of some facilitating factors in these organizational trajectories in DM, such as internal ethical cultures and networking with the context.



Biodata: **Massimiliano Monaci**, PhD in Sociology, Coordinator of the Italian side of the project and Associate Professor at the Faculty of Political and Social Sciences of the Catholic University of the Sacred Heart in Milan, where he teaches "Organization Sociology" and "Organizations, Environment and Social Innovation". His research interests are in the fields of diversity management, organizational culture, corporate sustainability and social responsibility. In these areas he has published widely in Italy and several articles in international academic journals.



Sunday 15 February 2015 from 16.30 to 18.00

Some Thoughts Concerning Cross-Cultural Leadership

Speaker: Bettina Gehrke – SDA Bocconi

Abstract: Cross-cultural management provides us with important understanding of how people relate to each other. Today we can refer to a considerable amount of knowledge about how cultural values impact leadership preferences. We know that some leadership practices work better in one culture than in another. Yet, what does effective leadership mean in today's global environment? Is there a best way of using managerial influences? How to engage people across the globe? This talk likes to stimulate a critical discussion on the effectiveness of cross-cultural leadership practices.



Biodata: **Bettina Gehrke** teaches Cross-Cultural Management to international Master students at Bocconi University. She has held faculty appointments in Wiesbaden, Munich, Bergamo, Shanghai and St. Petersburg.

As a professor of the Bocconi School of Management (SDA Bocconi) she works mainly with multinational companies designing tailor-made management development programs to facilitate international integration processes and international team collaboration. Her teaching focuses on the development of (intercultural) leadership competencies. She is responsible for the international relations of the SDA Bocconi Diversity Management Monitor and has been co-editor of the column "La finestra sul mondo" of *Economia & Management*.



19 dicembre 2014

Oggetto: Convocazione Assemblea Ordinaria dei Soci

La SV è invitata a partecipare alla 7° Assemblea Ordinaria dell'Associazione Culturale SIETAR Italia, che si terrà presso **GOGOL HOSTEL in Via Chieti 1 a Milano (zona Corso Sempione)**, in prima convocazione sabato 14 febbraio 2015, alle ore 08:00 ed in **seconda convocazione**

Domenica 15 febbraio 2015 alle ore 18:00

per discutere e deliberare sul seguente **Ordine del Giorno**:

1. Verifica dei soci presenti e delle eventuali deleghe;
2. Relazione del Consiglio Direttivo sull'anno 2014;
3. Bilancio consuntivo 2014;
4. Presentazione del programma 2015;
5. Bilancio di previsione 2015;
6. Elezione di tre membri del Consiglio Direttivo;
7. Elezione di tre membri del Comitato dei Saggi;
8. Varie ed eventuali.

Considerata l'importanza degli argomenti posti all'ordine del giorno, la SV è pregata di partecipare, oppure di delegare persona di fiducia compilando la delega in calce alla presente; ai sensi e per gli effetti dello Statuto, si ricorda che ogni Associato presente non può rappresentare più di due associati deleganti.

*Per il Consiglio Direttivo
Il Segretario
Riccardo Crestani*

DELEGA: Il sottoscritto _____, regolarmente iscritto a SIETAR Italia per l'anno 2015, **delega** l'Associato _____ a rappresentarlo in Assemblea Ordinaria convocata per il giorno 15 febbraio 2015, con ampi poteri e facoltà di deliberare, accettandone fin da ora tutto l'operato senza riserva alcuna.

Data: _____ Firma: _____



The Manifesto of SIETAR Italia

The world around us is experiencing a period of profound change and social transformation where the coexistence of diverse cultures, ethnicities, nationalities and skills is becoming a critical element of professional and social tension. As a reaction to this growing heterogeneity, discriminatory attitudes and penalizing policies against those perceived as different have crept into organizations and society at large, in an attempt to neutralize, reduce or even eliminate the impact of diversity, perceived as a cost and disturbance rather than as an opportunity and resource.

On the contrary, we believe that diversity of gender, ethnicity, age, culture, religious belief represent a novel and extraordinarily vital sap for society, one that opens up a whole new range of potential answers and creative solutions to confront the ever greater and ever more challenging crises and changes that lie ahead. That is why we believe that success, whether economic or of any other kind, can be achieved only by acknowledging and making full use of the diversity that exists in our society, not only in the workplace but in the doings of every woman and man on this planet.

We are firmly convinced that concrete intercultural practices, proactively undertaken, can contribute to the creation of a fairer and more peaceful society. Therefore, as members of SIETAR Italia – and in particular each time we take out or renew our membership – we solemnly commit ourselves to respecting and complying with the principles, the values and the central tenets of our Association as expressed in its Statutes, with full awareness of all that this implies. With respect to those with whom we shall have the opportunity and privilege of working, we guarantee our competence, dedication, professionalism and confidentiality. With respect to the issues we are called upon to deal with, we shall study them thoroughly beforehand and then specify, in explicit terms, the nature, the extent and the anticipated outcomes of our contribution. With respect to our continuing professional growth, we commit ourselves to attending workshops and seminars and to keeping abreast of developments in our profession. With respect to our fellow members of SIETAR Italia, fully aware of the importance of principled and professional conduct we commit ourselves to acting loyally towards them, in full obedience of the Association Statutes.

Il Manifesto di SIETAR Italia

Il mondo intorno a noi vive un periodo di forte cambiamento e di trasformazione sociale nel quale la compresenza di culture, etnie, nazionalità e abilità diverse sta divenendo un fattore critico di tensione professionale e sociale. La reazione di fronte a questa crescente eterogeneità ha portato all'introduzione nelle organizzazioni produttive e nella società di un atteggiamento discriminatorio e penalizzante nei confronti di chi viene percepito come diverso, con il solo scopo di neutralizzare, ridurre od eliminare l'impatto di tali diversità, percepite come fonte di disturbo e di costo per le imprese, piuttosto che come opportunità e risorsa.

Noi riteniamo, al contrario, che queste diversità di genere, di etnia, di età, di cultura, di convinzioni religiose, possano costituire una nuova straordinaria linfa vitale della società, contenendo al proprio interno un repertorio di risposte possibili e di soluzioni nuove per affrontare crisi e cambiamenti sempre maggiori e incombenti. Per questa ragione, crediamo che si possa avere successo anche economico solo riconoscendo e utilizzando la diversità che esiste nella nostra società, non solo relativa alla forza lavoro, ma anche alle donne ed agli uomini che popolano questo nostro pianeta.

Nella profonda convinzione che un'attiva e concreta pratica interculturale possa realmente contribuire alla costruzione di una società più equilibrata e pacifica, in qualità di membri di SIETAR Italia, al momento della domanda di adesione e pienamente consapevoli di quanto questo comporta, ci impegniamo al rispetto e all'osservanza dei principi, dei valori e degli assunti fondamentali dell'associazione come espresso nell'atto costitutivo. Garantiamo a tutti coloro con i quali avremo l'opportunità e il privilegio di lavorare, di dedicarci con competenza, impegno, serietà e riservatezza. Ci impegniamo a studiare scrupolosamente le casistiche nelle quali ci troveremo coinvolti, dichiarando di volta in volta la natura del nostro coinvolgimento e dell'intervento proposto. Ci impegniamo ad una seria attività di formazione e di aggiornamento, alla frequenza di seminari di formazione e aggiornamento ed allo studio continuo. Consapevoli dell'esigenza di coerenza e di esempio dei nostri atteggiamenti professionali, ci impegniamo a comportarci lealmente nei confronti degli altri soci, nel rispetto dello Statuto dell'Associazione.



JOIN SIETAR ITALIA!

The mission of **SIETAR Italia** - established in 2009 - is to promote the development of intercultural awareness in Italy by bringing together all those involved in intercultural communication and offering training and professional growth as well as a range of services to 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 Members to take part in international congresses and meet like-minded interculturalists from Italy, Europe and the world.

Every year **SI** proposes a Programme of Workshops. The half-day Seminars are delivered by professional interculturalists who want to share their knowledge with Members. The aim of the seminars is to favour the professional growth of Italian Interculturalists in the fields of education, training and research.

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 student, 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 which **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 info@sietar-italia.org