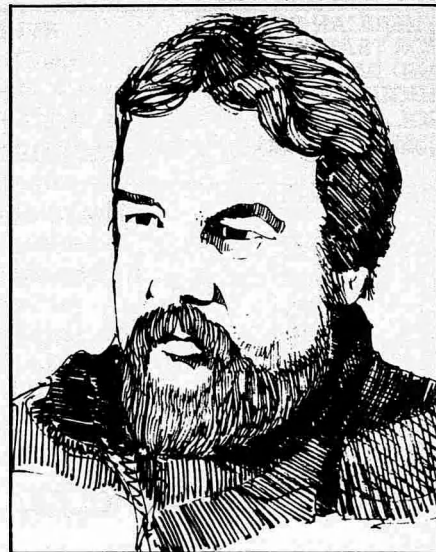


# PAGE FOUR . . .

BY MICHAEL H. COOK, Editor

## "HANDS ACROSS THE WATER"



On these very pages, back in December of 1973, the *Journal* reported on the formation of a special training fraternity — the International Federation of Training and Development Organizations — or, as it is commonly called, IFTDO. The organization, originally conceived from an idea stemming from the Office of Labor Affairs of the U.S. Agency for International Development (AID), was officially launched by representatives of 23 organizations from 20 countries.

Today, IFTDO boasts 37 representative organizations from more than 26 countries, with ASTD serving as the secretariate for the organization. And, with the 9th International Training and Development Conference scheduled for Aug. 31-Sept. 5, 1980 in Rio de Janeiro, Brazil, the organization is well on its way to establishing itself as a valuable network of training resources.

In 1976, due to a growing interest in the international training community, ASTD initiated its International Division to identify and provide a vehicle for the ASTD members to share their experiences with other ASTD practitioners having international training responsibilities or interests.

Today the Society's International Division is made up of more than 1,000 HRD professionals, including:

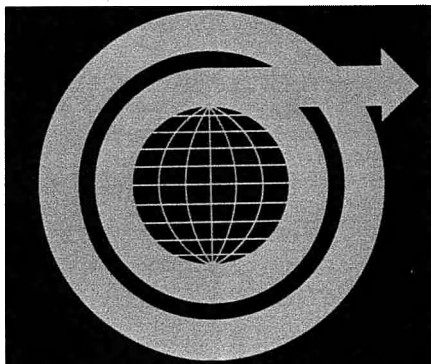
- U.S.-based persons who train Americans for international work.
- U.S.-based persons concerned with human resource development

programs for other nationalities either in the U.S. or abroad.

- Persons based outside the U.S. who work for U.S. organizations.

- Persons based outside the U.S. who want to identify with U.S. human resource development activities.

- Foreign students in the U.S. studying any aspect of human resource development.



In recent years, many changes have occurred in the world community. With the world "getting smaller" each day . . . with increased interest in foreign labor markets . . . and with the U.S. dollar losing its purchasing power, the interests of developed countries and those of the "developing" countries can no longer be isolated from each other! There must be an interdependence which will contribute to the establishment of a better economic climate.

In the "Corporate Environment Program" studies at Hudson Institute, Herman Kahn predicts a transition to a post-industrial so-

ciety that will feature:

1. Expanding resource utilization with global increases in productivity, wealth, and affluence.

2. Increasing technological and capital investments while trying to protect and improve the environment, and fewer, long-term serious shortages of necessary resources and raw materials.

3. Systematic internalization of management information and practices, so that organizations can function well with only average managers.

4. Resources will be able to support a world population of 20/30 billion at 20/30 thousand-dollar per capita levels (1974\$) for centuries.

5. World population and GWP (gross world product) should stabilize in the twenty-first century.

6. New innovation and discoveries in terms of resources and technology will solve problems, produce crises, and upgrade the quality of life.

7. The next century will see a decrease in absolute poverty and in income gaps — the rich and poor will get richer.

8. Industrialization of the Third World will continue to expand.

9. Internalization of appropriate and adequate internal costs will contribute to a gradual improvement in the quality of life for all — growth need not be destructive.

10. The post-industrial economy of the twenty-first century will have resolved the basic problems that plague mankind today relative

to survival needs, and a humanistic utopia is just beyond the horizon.<sup>1</sup>

Phil Harris and Robert Moran point out in their book, *Managing Cultural Differences*, "Cultural awareness training is not just for the employee going overseas! It has numerous applications domestically that will increase organizational effectiveness. Findings indicate that it should be a regular part of personnel training — especially management development."<sup>1</sup>

For example, ASTD's *International News* (April 1978) reports that some of the most attractive opportunities for American executives today are with foreign companies in the United States. The influx of foreign firms into the U.S. is intensifying, and to compete effectively, they must rely on American expertise. Activity by European firms in recruiting American executives has tripled over the last few years!

Not many Europeans have the

indepth experience and knowledge required to deal with the highly competitive market factors, government regulations, and labor negotiations found here in the U.S. Generally, foreign firms lean toward executives who have some experience in how European companies operate.

### Organizations Are Changing

Organizations are changing the way they operate domestically and internationally. . . . The manager's role is also being changed, shifting away from traditional bureaucracy of the industrial age or worldwide expansion.

As Harris and Moran point out, "There is a fundamental change in business perspectives toward a view of a world without borders . . . toward the creation of world corporations."

Tomorrow's successful training professional must be proficient in the areas of training and cross-cultural affairs. ASTD, as an association of training professionals, must continue to stay abreast of

the international training community, focusing on new trends and developments as well as sharing knowledge and resources with organizations having the same role in other countries.

International relations, in general, are bound to be enhanced when management, sales and technical personnel can manage cultural differences within the world marketplace. And, as we head into a single-world society or a world business environment, a growing number of forces are emerging, influencing employee/employer relationships and necessitating a more professional approach to human resource management!

### REFERENCES

1. Harris, Robert R. and Robert T. Moran, *Managing Cultural Differences*, 1979, Gulf Publishing Co., Houston, TX 77001.

If you would like more information on ASTD's International Division or ASTD's *International News*, please contact: ASTD International Division, P.O. Box 5307, Madison, WI 53705.

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