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## ISSUES

### The Blind Leading the Trainers

In regards to March's "An Unusual Day of Development":

The Johari Window concept supplies a wonderful analogy to what Federal Express created by pairing managers with blind people in the community. It, in essence, helped managers discover some of their "blind spots" as managers and people.

In a training product market that is being pulled away from human beings and towards high tech, it's refreshing to learn about "high touch" methodology. Many thanks to Federal Express for having the guts to experiment with the unknown.

*Barbara Markoff*  
Director

*Management Development & Training*  
*Gimbels Midwest*  
*Milwaukee, Wisconsin*

### All Management Is Cross-Cultural

Congratulations to the *Journal* for continuing to focus readers on cultural issues in HRD. Specifically, I would like to address some of the issues raised by two excellent and related articles in your April edition. Luis Aranda was astute in "International Trading: Programs for Success." However, lest new readers forget or are unaware of professional history in our field, the issue of cross-cultural training has been addressed for over 20 years, and there have been many training programs on both intercultural skills and international trade.

The major problem has been that cross-cultural training and management was a premature market until the last few years. These are the forces that have awakened management and trainer awareness of the subject:

- pressure of international competition, especially from the Japanese, and globalization of the marketplace;
- imbalance of import/export trade in the U.S., which is only now being addressed;
- increasing foreign investment in and corporate ownership of America;
- transition from an industrial to a "new work" culture (meta-industrial);
- increasing print and broadcast interest in the influence of culture on American business.

"Internal Cross-Cultural Management," by Masterson and Murphy, was also quite significant. I agree that synergies must be developed to assure a positive, more productive working environment for multicultural teams. The authors' conclusion is particularly appropriate; cross-cultural management should no longer be separated from the more general considerations of good management.

I might add that

- all management today is cross-cultural, and culture training should be integral to all business education and management development of HRD;
- understanding culture and its influence on human behavior has multiple applications—to transcultural business and marketing, to managing minorities or foreign workers, and to organizational culture;
- a systems approach must be taken to the deployment of people to foreign locales as well as to the unique work environment that is outer space.

*Philip R. Harris*  
President  
*Harris International, Ltd.*  
*La Jolla, California*

**Editor's Note:** To express your views in our monthly "Issues" department, please address all correspondence to: "ISSUES," Training & Development Journal, 1630 Duke St., Box 1443, Alexandria, VA 22313.