Innovations, the project is promoted as an “ethical investment” to address vexing socio-economic problems in mid-Germany, while better serving the European market. Umberto Bozzo also considers why a technopolis should be centred in Southern Italy, and its networking implications. He argues that the relationships among industry, universities, local authorities, and institutions is dependent on the intelligence and culture of their institutional representatives and their ability to integrate their technopolis into a worldwide network of emerging human and technology sites.

Thus, the last part of this insightful text emphasizes the strategic alliances which will facilitate this process. Dominique Fache, consultant with France's Sophia-Antipolis, reflects on how culture and entrepreneurial success contribute to innovation in science parks by cultivating imagination, creativity, and intelligence. The final contribution by Sheridan Tatsuno of NeoConcepts discusses the age of technopolis and the metamorphosis of traditional cities and even high-tech parks. One alternative is the global network city of dispersed, highly interactive economic nodes linked by massive networks of airports, highways, and communications. Another metaphor is the intelligent city featuring advanced information/communication technologies and complexes wired for satellite and fibre optics. These are inhabited by “knowledge processors” engaged in rapid information exchanges. Both types are “electronic fortresses” ruled by technocratic elites — the “haves” with access to the best education and databases which results in financial and political power. Tatsuno also considers the scenario of the multimedia city which pushes information and its technologies down the social pyramid to the poorest persons. Since this is a state of mind, and not a place, it could be located in Bangalore, New York’s Harlem, Lima’s barrios, Albania, or mainland China. Brains, not bodies, can then be transported across borders for the benefit of not only the participants, but for the planetary population. Ten urban experiments around the world are scrutinized for their larger applications within the multimedia city of the future. In all The Technopolis Phenomenon challenges urban policy makers to “mindstretch”.

The three editors of this valuable volume are all PhDs and professors associated with the University of Texas in Austin and its Institute of Constructive Capitalism, IC2, as the latter is called, sponsors conferences around the globe of world-renowned experts from business, government, and academia on subjects related to technology venturing and innovation. The proceedings are then published in books such as this one assembled by Drs Gibson, Kozmetsky, and Smilor who together edit the International Series on Technical Innovation and Entrepreneurship. Other offerings in this Rowman & Littlefield series include these titles: Technology Companies and Global Markets (1991); University Spin-off Companies (1991); and Technology Transfer in Consortia and Strategic Alliances (1992). Information is available from the publisher of IC2 (2815 San Gabriel, Austin, TX 78705, USA).

Philip R. Harris
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TRANSCULTURAL LEADERSHIP

George F. Simons, Carmen Vasquez and Philip R. Harris

Transcultural Leadership is a threshold book about leadership in the increasingly diverse workplace. The authors, Simons, Vasquez and Harris are credible observers of leadership and leading as a cultural phenomenon in a diverse workplace. Each one, in prior books, has made significant contributions to a better understanding of culture as a behaviour in the workplace.

The book is a courageous effort in that it addresses the racial, ethnic and gender realities of the workplace. The authors handle these issues in an evenhanded manner calling for an end to stereotypes and at the same time offering ways to move from the past to the present. With an interdisciplinary approach, the authors envision what leadership will look like in the increasingly diverse workplace and what dispositions and skills will best prepare the transcultural leader.

While the transcultural leader never materializes in the book as a “real” person or recognizable role-modeled from the contemporary business environment, the absence of a discrete model is one of the values and strengths of the book and its thesis that diversity will replace singular models.

The ten chapters of the book include a broad array of topics covering management, culture, communication, intercultural communication and leadership. Chapter One is a history lesson about America's beginnings with immigration as a major source of its population and culture. The rapid-fire presentation of material in Chapter One in the form of news headlines such as “Former ‘Minorities’ a Third of New Workers” or “Worker Numbers Falling” is attention getting. At the same time, the “wake-up call” approach to the coming changes in the workplace may repel the very audience the book hopes to educate.

The topics throughout the book are discussed within a paradigm of More Tightly Woven

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Mindset (high context) and More Loosely Knit Mindset (low context). Because the literature has used the language-based terminology high and low context, it does not make much sense to introduce another set of terms to discuss the continuum.

The recurring theme of MTW and MLK mindsets is in a sense the life force of the book for it gives meaning to a group of concepts not usually discussed together. Whether discussing interpersonal communication, leadership and management styles, mentoring or feedback, the model is a compelling frame of reference. After all, the number of concepts cut across almost every academic discipline and therefore the model helps to focus the material.

The two most powerful chapters address mentoring and feedback across cultures, gender and class. Mentoring is a hot topic among human resource professionals while implementation of a mentoring system remains difficult. If mentoring helps individuals acculturate and if this is the goal of mentoring, then the outcome of mentoring may be a trap for mentorees unless the process is two-way. This means that an organization should use mentoring to seek confirmation of its culture and at the same time be receptive to cultural differences as enriching ingredients to the corporate culture. According to the authors, “acculturation is the process of becoming familiar and comfortable with and able to function within a different culture or environment, while retaining one’s own cultural identity”. Mentors who can successfully link ethnic groups (also gender) to the larger culture through innovative uses of feedback will write new rules for human resource managers.

Each chapter has an number of reinforcers such as examples, lists, tips, case studies, audits, surveys, formulae and evaluations. These tools will help readers apply the information which means there is no need for an instructor’s manual. The application-orientation of the book recommends it for both the workplace and the classroom.

Of particular value is the glossary of words and phrases which are used throughout the book. Rather than assume that readers will attribute common meanings to these words, the authors carefully lay out the vocabulary of the book. The authors seem to anticipate an emotional reaction to words such as acculturation, assimilation and dominant culture — to name a few potentially incendiary terms. Transcultural in the book’s title rather than the familiar intercultural, cross-cultural or multicultural is a stumbling block at first. It seems the authors chose a new term, rather than the familiar intercultural, cross-cultural or multicultural is a stumbling block at first. It seems the authors chose a new term, without past and often restricted usage, to clarify the air and possibly to declare a different approach to leadership in a diverse workplace.

The book presents a broad selection of tips and tools which can be used to practice and train for the new mindshift which will enable one to become a transcultural leader. But at the crux of any diversity discussion is the caveat which underlies the message of the book that diversity is a highly emotional topic. It triggers fear and survival tactics which are usually not in the best interests of the involved individuals and cultures. More importantly, these fears are sometimes displayed in aggressive ways, especially when individuals invoke the turf system to claim and protect themselves and their territory. We may still need to heed the warnings of Konrad Lorenz and others who suggest that deep within the human communication system may be the need to have and respond to a rank order which will, of course, continue to disadvantage certain groups.

If this is true, Transcultural Leadership has a timely and urgent message.

Transcultural Leadership charts a new course — one that lays out the parts and pieces of a new way of thinking. For this reason, the book is courageous and may become the template for future thinking about leadership in a diverse workplace.

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EUROPE IN BRITAIN: A REPLY TO THE BRITISH GOVERNMENT’S PUBLICATION BRITAIN IN EUROPE
Edited by Christopher Story
World Reports, 24 pp.

This pamphlet puts the case that the Maastricht Treaty is paving the way for a Euro-superstate, and refutes point-by-point the Foreign Office’s booklet reviewed in our last issue. Argues cogently and should be read particularly by supporters of the Treaty.

Available from: World Reports Ltd, 108 Horseferry Road, Westminster, London, SW1P 2EF.

FINANCIAL SERVICES IN THE NEW EUROPE: A SPECIAL ISSUE OF COMPARATIVE LAW YEARBOOK OF INTERNATIONAL BUSINESS

This new volume, a special issue of the annual Comparative Law Yearbook of International Business highlights the provision of financial services in accordance with the European Community's Single Market concept, and provides a detailed survey of these services in 14 key European countries. An additional section on the United States offers an interesting American perspective on how the Single Market will affect US banks and investment firms doing business in the European Community.