



Fluency: Leading in the Midst of Change

Some of you may remember the 1985 hit song, "We are the World," produced by Quincy Jones and an inspiring cast of musicians who

sang about working together, past our differences. Or perhaps you remember the tremendously successful United Colors of Benetton ad campaign back in the 1980s, celebrating young faces of every color, signaling the look and feel of a world without borders. Media images like these showed us the world and nation, as we wanted ourselves to be -- pictures and soundbites of many races cooperating, communicating, and sharing opportunity and fortune.

If only it were that simple. Almost 25 years later, we are still struggling to make that vision real -- in our business practices, in the running of our cities, and, now, in the context of great cultural, demographic, and economic changes brought on by globalization.

As 21st century leaders, you know that building, guiding, and sustaining truly diverse communities is tremendously difficult work. Over the last decade, city populations and workforces have changed faster than at any point in history -- job relocation, mobile commerce and ease of travel have changed our cities' demographics quickly and often. Immigrant and new communities continue to influence and change the culture of our cities. Young families and children supplant the aging baby boomer generation, again, changing the character and priorities of a community.

At the same time as we become a more diverse, more prosperous nation, our cities have also become more segregated. In fact, studies from SUNY Albany, UCLA, and the Harvard Graduate School of Education have reported that segregation of our children has worsened over the last decade, even as we live in more integrated areas. As newcomer groups grow in critical mass, so does the tendency to organize along racial, ethnic, or other group-affiliated lines. Changing demographics and the growth of ethnic enclaves have made race awareness and identity politics an effective means of voicing the needs of some of our cities' otherwise marginalized groups.

Amid all of this, civic and corporate leaders are confronted with difficult choices every day. Worthy projects from different community sectors must compete for limited resources. Appointments and commissions must be assigned in ways that satisfy all the interests represented in our constituency groups, assuring each of them adequate representa-

tion. From time to time, leaders also face crisis-fueled change, forcing them to guide their communities quickly through controversies.

Does this sound stressful? Indeed, scenes of a diverse community can be those of chaos, fiefdoms, even balkanizing, as some futurists and scholars predict. Alternatively, some see these times as momentous, opening the

door to the grandest and most inspiring of challenges.

How does one lead a community, whether local or global team, in the midst of huge demographic and economic shifts? How do leaders create communities where all constituents feel included, counted and equally receiving of the opportunities offered by a community? And how do we have

difficult conversations that turn our best intentions into action and accountability, not only from our leaders, but from ourselves?

The answers to these questions

are certainly many and varied, depending on a community's specific composition and the issues it faces. Nevertheless, one of the most important skills of a leader

through changing times will be a skill set of cultural fluency. This is not necessarily language fluency, as that term is usually used.

Contd. on pg 2

Do you LOVE ANIMALS....

ARE YOU READY TO TAKE ON AN EXCITING YET TOUGH CHALLENGE?

- TO ORGANIZE AND CALM a busy, frenzied, multi-task environment
- WORK WITH several dedicated but Hasseled doctors and many worried, anxious and exacting clients; and
- CONTRIBUTE TOWARDS an invaluable service for lots of WONDERFUL AND VARIED PET PERSONALITIES

We are looking for more SMART AND SHARP people to join the



as "FRONT OFFICE PERSONNEL"

Call Ashanthi at 0112 599799/ 599800

VACANCIES IN QATAR IMMEDIATE DEPARTURE

JOB CATEGORY	QTY.	MONTHLY SALARY QATAR RIYAL	Rs.
Merchandisers <small>Gulf valid licence</small>	20 Nos	QAR 1200 - 1500	Rs. 37,200 - 46,500/=
Van Sales Men <small>Gulf valid licence</small>	20 Nos	QAR 1200 - 1500 + commission	Rs. 37,200 - 46,500/=
Sales Supervisor <small>Gulf valid licence</small>	10 Nos	QAR 3000 - 3500 + commission	Rs. 93,000 - 108,500/=
Data Entry Operators	05 Nos	QAR 800	Rs. 24,800/=
Drivers <small>Gulf valid licence</small>	10 Nos	QAR 1200	Rs. 37,200/=
Heavy Duty Driver <small>Gulf valid licence</small>	07 Nos	QAR 1500 - 2000	Rs. 46,500 - 62,000/=
Baker	05 Nos	QAR 1200	Rs. 37,200/=
Refrigerator Technician	05 Nos	QAR 1200	Rs. 37,200/=
Production Supervisor	05 Nos	QAR 2500	Rs. 77,500/=
Packing Supervisor	02 Nos	QAR 2500	Rs. 77,500/=
Auto Electrician	02 Nos	QAR 1200	Rs. 37,200/=
Shelf Staker	09 Nos	QAR 1200	Rs. 37,200/=
Security Guards	04 Nos	QAR 1100 - 1300	Rs. 34,100 - 40,300/=

Terms & Conditions :

- * Accommodation will be provided by the employer
- * Medical facilities will be provided by the employer.
- * Food allowances at the rate of QAR 150 provided by employer
- * Working hours shall be eight (8) hours per day, forty eight (48) hours per week. (Working hours shall not exceed twelve (12) hours per day)
- * One day per week will given off day for all employer.
- * The period is contract will be two (2) years with probation of three (3) months
- * Free tickets (onward & return) will be provided free of charge by employer.
- * Full cost of employee's resident permit shall be borne by the employer
- * All other terms and condition of employments shall be in accordance with the laws and regulations of the state of Qatar.



NIMZA FOREIGN EMPLOYMENT AGENCY

501, 2 nd Division, Maradana, Colombo 10, Sri Lanka.
T : 011-2669489, 4724481, 4741303 Fax : 011-2682243
E : infor@nimza.lk, nimzal@yahoo.com W : www.nimza.lk
Labour Licence # 1752 App. No AL 1752/ Advt / 05 / 11

Special Needs Educator & Caregiver

An expat family relocating to Sri Lanka, seeks the services of a qualified, experienced, English speaking special needs teacher to provide home-schooling for their son, aged 8.

Job Description:

The right candidate will possess a teaching degree in special education from an accredited institution and/or a minimum three years experience in a special needs classroom as teacher, assistant teacher or educational assistant within an accredited school.

Fluency in English is a must.

Roles & Responsibilities:

- Primary responsibility will be home schooling an 8 year old special needs child, Monday through Friday from 9 AM to 3 PM based on a set curriculum following the IB/PYP model as advised by his home country school.
- Responsibilities will also include incorporating basic hydrotherapy, basic physiotherapy, basic occupational and speech therapy, into his curriculum.
- Providing assistance with his day-to-day living skills (e.g. brush teeth, bathing, eating/drinking, toilet training, etc.)
- Educational visits and leading a play group with 2-3 other special needs children will also be required to enhance social interaction.
- A sensory room will be provided for sensory integration stimulation.
- Liaise with home country educators from time-to-time by e-mail/Skype to obtain feedback on the child's educational targets, goals and other related issues.
- Other responsibilities may include organizing and conducting after school hours activities that with his siblings (e.g. art, music, games, etc.) in order to enhance family interaction (a maximum of two hours).
- Ability to swim and a basic knowledge of first aid will be an asset.
- Some travel with family will be required.

Salary

\$23,000 to \$30,000 USD per annum based on experience.

Term of Contract

Two years commencing August 2011 - Terms negotiable.

Free boarding and food provided. Return airfare provided for entry into and exit out of the country for non-local candidates. The applicant will be responsible for all other personal, travel expenses incurred during the contract. Paid holidays provided over Christmas and summer breaks when school is not in session.

Interested applicants are requested to submit their resume/CV including references, via e-mail to irisyananaka@yahoo.com / samanmali_chandrasiri@bat.com.

Further details can be obtained by contacting Iris on +852 9106 2101 or Samanmali on 0773954337.

YELLOW

Do you have what it takes to see things from a different perspective? Then, tell us about your creative, dynamic and enthusiastic personality.

Ogilvy Public Relations Worldwide is on the lookout for a proficient Copywriter and a committed PR Account Executive.

We would love to hear from a Copywriter with proven experience in creative and business writing, complemented by a creative vision and a

PR Account Executive with a minimum of two years experience in PR or a similar field, armed with excellent communication and writing skills.

If you see things our way, drop anishka.ranabahu@ogilvy.com a mail with your CV, before Wednesday, 9th March 2011.



Ogilvy Public Relations Worldwide