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## Editorial

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**Biographical notes:** Frank Brück holds a Master and Doctoral in Business Administration from the Vienna University of Economics (WU Wien) and currently holds the position of Coordinator of the Program on Intercultural Competence and Management at WU Wien. He served for several years as the Director of the International Studies Center of WU Wien. He is an experienced Trainer, Consultant and Lecturer in Intercultural Management and Cross-cultural Training. In addition to his current position, he is the Secretary General of the *International Association of Cross-cultural Competence and Management* (IACCM), the President of the Society of Intercultural Education, Training and Research (SIETAR Austria) and also Executive Editor of the *European Journal of Cross-cultural Competence and Management* (EJCCM).

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Dear Colleagues,

It is my pleasure to welcome you to issue four of the *EJCCM*. More than a year has passed now since the first issue was published and we are in the process of picking up further momentum. We are very happy to see an increasing number of papers being submitted to *EJCCM* and look forward to publishing special issues in the near future as well.

This issue starts with a very interesting paper by Nigel Holden and Martin Glisby in which they further explore on the very difficult topic of tacit knowledge in cross-cultural interactions. They present parts of case studies on Danish, Japanese and Chinese companies in this context and managed to bring this both elusive and context-specific knowledge to the surface, claiming that this can give us insights into the ‘knowledge advantage’ of companies. Although it may not be the ‘holy grail of management’ they found, tacit knowledge still represents a powerful means often unconsciously used in combination with explicit knowledge and in many cases the key to intercultural success.

The paper on bi-cultural individuals – people who have internalised more than one cultural profile – by David Thomas, Mary Brannen and Dominie Garcia deals with a much better researched field. Their study shows that skills related to intercultural effectiveness are more pronounced in bi-culturals than in mono-culturals. Although bi-culturals may suffer conflicts in the development of their cultural identity, the authors claim that this group seems to hold the keys to the processes of cross-cultural sense making a quality most import for MNOs nowadays.

Analysing think-aloud project sessions with German and Dutch students lead Hans Heerkens, Christoph Köster and Jan Ulijn to their conclusions on the differences in decision-making processes between Dutch and German individuals. Their study shows that stereotypes on cultures are not always too helpful to predict differences in working styles. Studying the different weights given to attributes and the importance judgements

they found a good basis to better understand differences in opinions for instance in negotiation processes between members of the two-researched cultures.

Germany plays an important role as well in Katharina Pernkopf-Konhäusner and Julia Brandl's study on the cross-national differences in the ideals of human resource management within organisations. Their findings are based on the examination of stories of experiences with staff development in service firms in Germany and Russia. Their comparative case analysis revealed important differences in the meaning of staff development and in the concepts of organisational socialisation in particular.

In the contribution by Natalia Chaban, Martin Holland and Nicolas Smith, the European unity idea is investigated from the very other side of the globe for our Practitioner's corner. The authors studied the phenomenon of return migration on a case-study of New Zealand (NZ) sojourners from the EU and investigated their awareness and perceptions of the EU, compared with those of the NZ general public's views of the EU. Their survey suggests that return migrants have a superior understanding of and greater attachment to the EU than the general public in NZ.

The review of Eric H. Kessler's and Diana J. Wong-Mingji's (Editors) book: *Cultural Mythology and Global Leadership* by Astrid Podsiadlowski concludes this issue.

We hope that you enjoy the papers in this issue and look forward to hosting your article in one of our next issues of the *EJCCM*.