

== *Mark your calendars!* ==



TCD "Trick or Treat" Dessert Reception

October 31, 2007, 7:30-9:30 p.m.
at the ATA conference in San Francisco
Be sure to purchase a reception ticket when
you register for the conference.

*Wear your costume —
prizes will be awarded!*

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by Ann Macfarlane

ABOUT TCD

The Translation Company Division (TCD) is a division of the American Translators Association (ATA). Visit our web site at www.ata-divisions.org/TCD. Subscribe to our Yahoo group by sending an email to ataTCD-subscribe@yahoogroups.com.

MISSION STATEMENT

To provide information and service to our members, and to improve the relationships between translation companies and freelance translators through activities that recognize we are "in association" with each other.

NEWSLETTER

TCD News is the newsletter of the TCD. Readers are encouraged to submit articles, which are subject to editing. Articles reflect the opinions of the authors only, and do not represent the views or opinions of the editor or officers of the TCD.

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TCD Conference Report

By Kim Vitray

The 8th Annual Conference of the Translation Company Division of the American Translators Association was held in San Antonio, TX, on July 26-29, 2007. The event drew 89 attendees from around the world, including visitors from Guatemala, Canada, Argentina, Singapore, Mexico, Peru, Germany, Netherlands Antilles, and New Zealand. We were especially pleased to have ATA President Marian Greenfield with us for the conference.

Our Thursday evening banquet was a thoroughly Texas affair, with barbecue and all the trimmings. Guests were invited to wear their boots and 10-gallon hats for the occasion, and you can see from the accompanying photo that our friends from Gold Sponsor Beetext entered fully into the spirit of things!



Bryan Montpetit and Dave Noiseux



Conference sessions this year focused on workflow tools and project management. Presenters and topics included:

- Ann Macfarlane, former president of ATA, "Leadership in Translation and in Life"
- Ben Sargent, Common Sense Advisory, "The TMS Explosion: 15 Translation Management System Scorecards"
- Lauren Peters, PetersGroup Public Relations, "Communicating about Your Business"
- Michael Airaudi, PM Mentors, "Project Management—The Basics"
- Charles Campbell, spanishbackoffice SA, "Using PMI to Advance PM Training and Enhance Company Profits"
- André Hudon, MultiCorpora, "The Next Step in Translation Project Management Automation"
- Tomasz Mróz and Andrzej Nedoma, XTRF Management System, "XTRF—Global Management System for Translation Agencies"
- Ellen Miller, TEAM Performance, "Going the Extra Mile—Customer Service That Delights"
- Marian Greenfield, ATA President, and Rina Ne'eman, Hebrew Language Services, "Public Relations and Your Bottom Line: A Review of the ATA PR Initiative"
- Tim Mora, American Society for Quality, "Applying Six Sigma/ISO 9000 in Small Business Today"
- Kim Vitray, McElroy Translation, and Beatriz Bonnet, Syntes Language Group, "The ASTM Translation Standard: Why Should You Care?"
- Bryan Montpetit, Beetext, "Beetext FLOW—Project Efficiency Solution"
- Elham Attarpour, The Language Technology Center, "LTC Worx—The Next Generation Workflow Tool for the Language Industry"



Keynote speaker Ann Macfarlane



Keynote speaker Ben Sargent

On Friday evening, a group of attendees participated in an optional activity: Tex-Mex at Rio Rio Cantina. Everyone enjoyed traditional tex-mex food and ice-cold margaritas down on San Antonio's festive Riverwalk.



Alice Doosey, Charles Campbell, Isabel Afonso, Ellen Boyar

Our Saturday morning keynote event was a panel discussion of workflow tool vendors moderated by Ben Sargent of Common Sense Advisory. Participants were representatives from across Systems, Beetext, Idiom Technologies, The Language Technology Centre, MultiCorpora, SDL International, and XTRF Management System. Having recently published detailed research on translation management systems, and the day before having presented that research to conference attendees, Ben probed the vendors with both specific questions prepared in advance and spontaneous questions from the audience. A quite lively session ensued! To give you a feel for the information discussed, following are the prepared questions:

- We see four types of buyers in the market: (1) medium-large LSPs (over \$5M); (2) small LSPs (under \$5M); department-level buyers (enterprise and government); and (4) IT

organizations (enterprise and government). How do you see the market, and which buyer types are you targeting with your product features? How do your support packages reflect different buyer types?

- Many LSPs view TMS solutions as “ERP for translation agencies.” Yet many of these systems handle limited file types, or calculate cost and effort for limited task types. For instance, word counts are calculated but not DTP and PM costs. Furthermore, many or most LSPs are true “translation agencies” with some portion of their workload falling outside the boundaries of “localization” per se, work where there may be no ability to control the format or authoring process for the source documents. How much of a company’s work process is encompassed by your system, and how do you plan to support “ERP for translation agencies” (not just “localization agencies”) in the future?
- There is a lot of talk on both the client and localization vendor sides about “integration,” both at the technical level and the conceptual level. What kinds of partnerships do you see emerging in the language services space, and how do your products enable new and evolving approaches to integration at the conceptual level? How do you avoid the common technology vendor’s trap of automating your vision instead of enabling multiple competing visions of how the marketplace should evolve?



Technology panel: Daniel Nackovski from across, Bill Rabkin from Idiom, André Hudon from MultiCorpora, Elham Attarpour from LTC, Andrzej Nedoma from XTRF, Tamara Wasserman from SDL, and Bryan Montpetit from Beetext

This year’s conference closed with a free night out on Saturday and a leisurely breakfast Sunday morning, before everyone returned home. We are still collecting feedback about the event, but preliminary comments were “The choice of speakers and exhibitors brought new dimensions to management and translation,” and “It was a great conference.... The different technology companies in the same room were amazing.”



Kim Vitray, Marian Greenfield, Rina Ne’eman, and Francesca Riggio



The TCD is extremely grateful to its conference sponsors, exhibitors, and advertisers:

- 1-Stop Translation USA
- across Systems
- Beetext
- GALA
- Idiom Technologies
- Journyx
- The Language Technology Centre
- LexisNexis Martindale-Hubbell
- Lido-Lang Technical Translations/XTRF Management System
- Lighthouse Translations
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We also appreciate the support of:

- Assistant Administrator Ellen Boyar, of Thomson Scientific
- ATA Chapter and Division Relations Manager Jamie Padula and Webmaster Roshan Pokharel
- Our speakers, for their generous contributions of time, effort, and expertise
- Our set-up volunteers, including translator Antoinette Sixt-Ruth and her husband, translator John Vazquez, Charles Campbell of spanishbackoffice SA, and Alice Doosey and Yasuko Sato of Thomson Scientific
- Susan Andrus of McElroy Translation, for design and layout of flyers, signs, and the conference program

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Hebrew Language Services, Inc.





Leadership in Translation and in Life

By Ann Macfarlane

Presented at the 2007 Annual Conference of the Translation Company Division of the American Translators Association San Antonio, Texas, July 27, 2007

It is an honor to be here this morning, among so many old friends and new faces, to speak with you about leadership in translation and in life. I'd like to thank TCD Administrator Kim Vitray for inviting me. Thanks also to Marian Greenfield, for the extraordinary job she does as President of the American Translators Association, and to Jiri Stejskal, our president-elect, who has organized the forthcoming ATA conference in San Francisco. I look forward to seeing many of you there. As a past President of the ATA, I'm very happy to be speaking to this division, whose establishment I supported at my very first ATA board meeting in 1997. I am now in the association management field, and I have to say that my years as an officer of ATA were a critical part of my career path and some of the most rewarding years of my entire professional experience. I remain deeply involved with language, culture, and translation and interpretation, even though not practicing translation at this time.

I'd like to begin this presentation by saying a few words about globalization. The changes that are ringing down our era as cultures interact more freely and communication becomes ever swifter are sometimes staggering to behold. I think the most drastic example I've seen this month was the *New York Times* article about Parc Asterix, a theme park north of Paris. This park is based on French comics that were familiar to my children,

featuring Asterix the Gaul and his friend Obelix. A new company has bought the park and is building new rides and hotels, extending the season, and arranging for the Asterix comics to be translated into Russian. As a translator who cut her teeth on *Pravda* and *Izvestia* in the cold-war era, I was simply dumbfounded by this tidbit of news.

And yet, and yet... economic interchange between countries and cultures goes back a lot longer than Parc Asterix and Euro Disney. In the course of reading a new book on European history after 1648, I was equally surprised to learn that Russia supplied much of the iron that built Great Britain's railways in the 19th century. The textbook pictures of commerce and culture do not always match up accurately to the complex reality. The truth is that cultures are both flexible and durable, and we have many opportunities in our profession to see both aspects at work.

Working in the field of translation and interpretation requires one, in my experience, to be personally both durable and flexible. Some aspects of the work require persistence, tenacity, and strength—the German word *Sitzfleisch* comes to mind. Other aspects require flexibility and creativity. I think that we as translators and interpreters are blessed by work that never allows us to take what we know for granted, that gives us new opportunities to learn and demands that we continue to change.

Of course, those opportunities and those demands don't always feel like a blessing. A wise observer once told me that the chief cultural imperative of most civilizations is,

"Get it right and hold it!" I think that we as human beings would also often like to believe that we've mastered a given task or skill, and that we can now simply maintain the status quo, without having to change what we're doing in the future. And yet we can't. We have to keep alert to trends, to cultures, to markets and to the economic realities of our world if we are going to maintain our businesses, whether as sole proprietors, employees, managers, or owners of companies.

The economic realities of our current world have brought a fantastic prosperity to our society and our nation. We who live in the United States of America today enjoy, on average, a kind of material abundance that no society has ever been able to offer its members in the past. It is true that our society has many faults, many lacks, many injustices. It is true that inequality of income is growing. Yet when I consider how recently a large percentage of our own population lacked such elementary necessities as electricity and indoor plumbing, and how broadly spread those gifts now are, and contrast that with the life of most of the rest of the world's population both at the present time and in the past, I have to marvel. There are differing theories as to what has caused this prosperity. The economists study it all at great length, but I have a simple explanation: the BlackBerry.

Do you remember when the BlackBerry network went out earlier this summer? It caused meltdown in the northeast and reams of commentary in the newspapers and TV. Of course I use the



BlackBerry here as a symbol, a stand-in to denote email, text messaging, and all the other ways that we are now “nodes on a network.” I am fascinated by email, by instant messaging, by buying stuff at the mall on your cell phone, by students playing games on their laptops during college lectures, and by people checking their PDAs at funerals. I’m not the only one—over four years of writing columns for *The ATA Chronicle*, the column that got the most reader response was one about email. I believe that the interconnectivity that our business world now demands, and the ability to respond 24/7 that goes with it, is making us productive, efficient, and rich, and that it is killing us at the same time. Our prosperity is coming out of our own backs, and out of our families.

Last week my business partner finished a two-week vacation. It was the first two-week vacation he’d taken in seven years. How many of you will take a two-week vacation this year? The figures are roughly that 14% of American workers will do so. I’ve been collecting articles like “Do Us a Favor, Take a Vacation” and “The Dangerous Allure of the 70-Hour Workweek.” We are not taking vacations, we are not taking weekends, and often enough we’re not even taking a quiet evening at home. In order to survive in today’s business world, and in order to earn the standard of living that we desire, many of us are working too hard and working too long.

I’m not bringing this up in order to make you feel guilty. I believe that the intense work pressure that most of us are under in our current society and our current economy has a direct effect both on our

physical health and well-being, and on our ability to lead our organizations. It’s now very well documented that stress affects the immune system. When we live in a sea of internal adrenaline and constant fear of missing deadlines, we are more likely to fall ill and more likely to make mistakes. We are also less likely to read emotions correctly, both our own and others’. And reading emotions correctly is the most important skill a leader can have.

That’s a pretty drastic statement, I know, but I didn’t make it up. The Harvard Business School Press also supports this position. If you haven’t picked up the book *Primal Leadership*, I strongly recommend it. We in the West are the inheritors of Aristotle and the Greeks, and we tend to think of reason and logic as superior, elevated, cool, up here, while emotion and feelings are messy, confused, lower, down here, getting in the way and confusing us. In fact, there’s fascinating research out to demonstrate that emotions are essential to good decision-making. Oliver Sachs describes a client whose brain was impaired in the region of the emotions. He drove through an ice storm to his appointment without any fear, and made it safely, but once there, he couldn’t make up his mind as to which date would be the best for the next appointment. He dithered for twenty minutes, lacking the intuitive, emotional ability to sort through the options, weigh the various factors, and make a quick choice that worked.

Our attitude towards emotions is often reinforced by our upbringing. Most of us were brought up to regard certain emotions as good

and appropriate, and others as bad and inappropriate. We were rewarded when we expressed the former, and punished when we expressed the latter. I saw a dramatic example of such training going on last fall, when I was in our local QFC buying groceries. A woman was pushing a two-year-old in the grocery cart, saying as she did so, “You feel fine, dear. You’re not going to throw up. You are just fine and very soon we’ll be finished and go home.” She was in the middle of these comments when the toddler leaned over and threw up on her shoes.

Now, if you grew up in a family like that, there was a premium on not being sick. And even if you felt sick, it was in your interest to conceal it. Concealing it from others soon teaches us to conceal it from ourselves. We end up not knowing how we’re feeling. Odd as it may seem, I believe that many of us don’t really know what we’re feeling much of the time.

I have two additional examples of family ways of handling feeling. One is an excerpt from the movie producer Ang Lee, who created *Crouching Tiger, Hidden Dragon* and *Sense and Sensibility*. He says, “The way I grew up, you take orders until one day you’re old enough to give orders. That’s how it works. We don’t communicate. We don’t debate. We don’t explain.” Another is an excerpt from a memoir by Charles Darwin’s granddaughter, Gwen Raverat, where the family had a pattern the opposite of the woman in the QFC—they indulged a feeling of sickness and almost cultivated it. Take a couple of minutes and think about how your family treated emotions. Were you allowed to



“feel what you were feeling” when you were growing up, or was there a premium on being stoic, or on being sick?

I believe that no matter what our background, no matter what our family upbringing, physical and emotional health requires developing the ability to recognize our own feelings and to recognize those of others, and to pause before we act on them. Not always, of course—in a dark alley, when we get a nervous feeling that something is lurking around the corner, it’s wiser to move away than to reflect. And falling in love will take us pretty deep pretty fast. But in ordinary interactions with other human beings, having the ability to know that we’re secretly irritated at another woman’s hairdo, or that the guy in the next cubicle puts us on the defensive, or that our boss’s loud voice makes our skin creep, is a critical skill. And even more important than recognizing our reactions to others is recognizing the voice of our inner critic or judge.

What inner critic, you say? What inner judge? Well, how many of you are perfectly satisfied with your translations in every respect all the time? Isn’t there a voice inside your head letting you know that there are many ways to express the thought of the source language, and that what you have produced is not a perfect equivalent? The truth of the matter is that translation and interpretation aren’t difficult to do, they’re impossible to do. We cannot produce perfect translations, we cannot interpret perfectly, there’s no such thing. The complexity of human language and the limits of any direct correlation between languages mean that our work is always going to be subject

to challenge, sometimes to correction, always to that nagging doubt that perhaps it could have/should have been expressed differently, or better. I speak here from personal experience—translators and interpreters have very well developed inner critics. They must, if they are going to continue in their art, their skill, their maddening profession. And they must also learn how to shut the inner critic up, how to give that nagging voice the kibosh, and get on with life.

The inner critic demands perfection, criticizes us harshly when we fail to meet its standards, and is always ready to offer helpful observations on our lives, our choices, and our actions. Psychologists call this voice the “generalized other.” Karen Horney described it as “the lash of the ought.” This voice rules by fear. Success as a leader, like success in life, requires knowing when to listen to that voice, and when not to. I would like to suggest that those who are still in the unconscious power of their inner critic are liable to make six important mistakes as leaders. I know these mistakes because I’ve made them all. You may have candidates of your own. I look forward to seeing if my list resonates with you.

I’d like to suggest that the first mistake is being unable to apologize. Life being what it is, all of us are going to make mistakes and errors, of omission and commission, quite regularly. A person with a strict inner judge does his or her best not to admit having made a mistake, and will apologize sullenly or partially, if at all. This creates havoc in personal relationships and is a disaster in business and voluntary organizations. Being able

to apologize, both on his own behalf and on behalf of the organization, is critical to any successful leader. My favorite quote on this subject comes from Shunryu Suzuki, who said once that the life of a Zen master is *shushaku jushaku* or “one mistake after another.” What’s critical is to recognize that we are separate from *our actions*. We can hear the voice of our inner judge condemning our actions, but that doesn’t mean that we are condemned. As Aaron Lazare says, when people who find it easy to apologize do so, “they are merely admitting they made a mistake. Such an admission is not a threat so long as they feel good about themselves and feel that *they* are not a mistake.”

The second mistake is to avoid difficult conversations. The authors of the very helpful book *Crucial Conversations* define crucial conversations as “any discussion between two or more people where stakes are high, opinions vary, and emotions run strong.” They write, “It’s human nature to back away from discussions we fear will hurt us or make things worse... Coworkers send email to each other when they should walk down the hall and talk turkey. Bosses leave voice mail in lieu of meeting with their direct reports. Family members change the subject when an issue gets too risky. We have a friend who learned through a voicemail message that his wife was divorcing him. We use all kinds of tactics to dodge touchy issues.” If your judge is active and alert, you will not want to hold these conversations and you will avoid them if at all possible. This is a serious mistake, and leads you right into mistake number three: to value harmony and surface agreement more than reality.



Thomas Jefferson said, “An association of men who will not quarrel with one another is a thing which has never yet existed, from the greatest confederacy of nations down to a town meeting or a vestry.” Differing opinions, conflict and disagreement are not only healthy, they’re essential to any effective human system. When people value harmony and the appearance of agreement over the benefits of allowing real opinions to surface, their organizations are in trouble. What we need is members and leaders who are able to manage the expression of those differences, and that means members and leaders whose inner judge is well-behaved and tolerant. When our inner judge is sharp-tempered and annoyed with us, others will cower as well as ourselves. Our subordinates will be afraid to mention the little thing they noticed that might, in fact, prevent the space shuttle from imploding, the plane from crashing, or the patient from having the wrong leg cut off.

I mention “subordinates” here because while avoiding difficult conversations with peers is common and non-adaptive, avoiding difficult conversations with the boss is almost universal. And that leads us to mistake number four: to be so invested in being the boss that other people are afraid to get real with us. Human beings, by their nature, are highly social and very hierarchical. Even in a society as committed to equality as our own, everyone has a status and everyone recognizes other people’s status—except perhaps the psychopaths and the saints.

At a recent retreat of the Washington State Court Interpreter Com-

mission, we were brainstorming the values that we wanted to guide our work. I mentioned that I thought that we should value everyone’s input—that we shouldn’t be too deferential to those at the top of the pyramid. When those at the top of the pyramid are judges in the legal system, believe me, a suggestion of that nature is not warmly received. In theory, people want everyone to have a stake in the decision-making, but the practice is likely to be different.

Now I know perfectly well that the judge has to be the judge, and the litigant has to show respect, and the bailiff is not going to determine when it’s time for a recess. Similarly a for-profit business is not a democracy, decisions will not be made by consensus, and the buck stops with the owner. At the same time, however, if any boss has an inner critic that takes any differing opinion or alternate point of view as threatening his position, the organization will not do well. This is even more the case if criticism is verboten. Lots of organizations are structured this way. When MBNA and Bank of America merged, there was quite a culture clash. The Bank of America culture encouraged subordinates to speak up at meetings and volunteer their opinions. The MBNA folks were used to remaining silent until they were given a cue by their boss—speaking out on the part of the juniors was not encouraged.

This is the perfect way to have your organization think one way, and fail to notice contrary evidence, and end up going over a cliff, everyone clumped together like lemmings. It is very clear that under the right conditions, groups of people can often be much wiser than individu-

als. Under the wrong conditions, they can be much more stupid. The right conditions require that people who express contrary views are still considered as full members, and are welcome. Whether in a voluntary organization or a business or a family, to me, this is the single most important indicator of the health of an organization: can those involved express differing opinions and still be welcome? If not, beware: organizational sickness and existential angst lie ahead.

I’d like to illustrate my fifth mistake also from business: the category trap. It’s been fascinating to read about Alan Mullaly, who comes from Boeing and my part of the world, and his endeavors to save the Ford Motor Company. Apparently one of the characteristics of the Ford Motor Company is that it is very hierarchical. They used to have an elaborate set of employment grades, sort of like Peter the Great’s “table of ranks” in Russia. In the 1980s, people would ask what your grade was before they would invite you to lunch. This leads straight into the category trap. Categories are essential to human survival. We use them all the time to sort out the hundreds and thousands of people we encounter. Categories enable us to make our way in the world without having to stop and analyze whether each and every person we meet is a personal danger. But it is a big mistake to imagine that categories are more real than the individuals who fit within them. Categories are only a temporary administrative convenience. We use them, and we should, but ultimately every human being is greater than any category into which he or she could be placed. I always find it helpful in this regard to recall that the word



ΚΑΤΑΥΟΡΕΩ in Greek means “I accuse.” When we place people in a category, in one sense we are accusing them.

Mulally has also busted open an example of the sixth mistake at the Ford Motor Company: undue secrecy. Now this example is pretty radical, and I hope you’re ready for it: he has required that each operating unit share its financial information with the other units. Imagine that! Data-sharing with those for whom it’s relevant! How amazing! It would be so much easier to keep everything wrapped up in the dark, the way it used to be, and expect people to lower their margins and increase profitability without knowing what anybody else was doing. A penchant for secrecy is another trick of the inner judge, who correctly believes that knowledge is power and mistakenly identifies that power with the individual who keeps the secrets.

Let’s talk now about some of the remedies for these mistakes, some of the solutions to the problems. This list, like this talk, is highly personal, and I don’t expect you to agree with every one of my proposals, but I hope that some of them will spark useful ideas for your particular set of issues.

The first remedy I propose is to take a break! Get those two weeks, turn off the BlackBerry and the cell, take a vacation. We are not nearly as indispensable as we think we are, and getting clear out of range is one way to find that out. My dear friend Courtney Searls-Ridge, whom many of you know, has been taking long bicycle rides across the country, down the west coast, through the Canadian Rockies. You couldn’t pay

me to do the same, but it pulls her completely out of the work environment and provides a complete contrast to the hyper-connected life of everyday business.

The second remedy is to have some fun. Make a commitment to build more sheer, unadulterated pleasure into your life. Whatever you used to enjoy doing as a child, whatever refreshes your psyche and relaxes your brain, get out there and do it! I sometimes think that we are back in the days of the Dickens workhouse, and wonder that all our prosperity provides us with so little true leisure.

There are solutions available for the work day too. Did you happen to read the *Newsweek* article last summer on “continuous partial attention,” or “CPA”? I see this with the habits of my three sons—who are wonderful guys, I assure you—and also with myself. More and more today we have a culture in which everybody is connected and nobody is giving us his full brain, his full heart, his full self. People are so hungry to be spoken to, to be recognized, to be known as they are—yet if we’re surreptitiously reading emails as we chat on the telephone or instant messaging as we talk to our co-workers, nobody is recognizing anybody in the true sense of the word. Eschew CPA, or at least put limits on it, so that some of the time, for some of each day, you are truly *doing what you do*, and not engaging in multi-tasking.

Moving in more closely, it is possible to pay continuous *real* attention to your body. I mentioned early on that many of us don’t really know what we’re feeling much of the time. Believe me, I say this from personal experience. I spent too long as a

“headsly” person, a person who could give her full attention to words and texts and translations, without noticing that her back ached or her eyes were tired or her neck was stiff. Another Shunryu Suzuki quote that I love: “If you think your body and your mind are one thing, that’s wrong. If you think your body and your mind are two things, that’s wrong. Not one, and not two.” We are an interconnected whole, and curiously enough, as we become “tuned in” to our muscles, nerves and bones, we are also connected more closely with our true spirit. It’s a good thing to take a two-week vacation or a day off, and sometimes we are so beat, so exhausted that we must. But it is also possible to enjoy every day in a much more lively way than we usually do, if we notice how our toes feel within our shoes, make sure that our chair and computer are properly aligned, and take little breaks every hour to breathe and stretch. As the poet Rumi says, “The body is an astrolabe to calculate the astronomy of the spirit.”

The inner judge resents time-outs like these, and attempts instead to keep us pecking away at the keyboard and dutifully moving to the next task in our Outlook list. The trick is to remember, as Humpty Dumpty said in *Alice in Wonderland*, who is master. That judge was a necessary and useful voice when we were three, and had to be trained and disciplined into a socially acceptable human being. At the age we now enjoy, however, I’m certain that everyone in this room has excellent work habits and a highly disciplined self. You wouldn’t be coming to this conference if it were otherwise. What people like us often need is to loosen up, to let go, to be willing to



relax and to let things drift for a while as we reconnect with our essential selves.

When we do that, when we feel relaxed and happy and out from under the thrall of the inner judge, we are better able to understand both ourselves and others. We are better able to avoid the “category trap” and recognize that everyone on the staff, all the members of the organization, are vital to its success. We are better able to hear criticism, to consider alternatives, and to make choices free from paralyzing anxiety. We are better able to tolerate conflict, and we are better able to say “no.”

On the day that I was preparing these remarks, Holly Hunter was quoted as saying, “Whenever you say ‘yes’ to something, you say ‘no’ to a bunch of other things.” One of the worst results of the judge is a restless tendency to say “yes” whether or not the task in question is in harmony with our truest self and our best interests. Anthony Trollope, the Victorian novelist, also had a great line in this regard: “There is nothing which requires so much experience to attain as the power of refusing.” Being able to choose, to accept those tasks and assignments that are in our own best interest and to refuse those that are not, is critical to success for leaders of businesses, voluntary organizations, families, and for ourselves as individuals. In this regard I highly recommend Richard Sikes’ excellent article in the July/August issue of *MultiLingual* entitled “Creating a Framework for Saying ‘No.’” It ought to be required reading for everyone who’s ever been faced with a client demanding work done to an unreasonable deadline.

I’m offering you these suggestions as the fruit of a personal journey

that is still in progress. I’m often able to do the things I’ve suggested, but not always—and I’m still learning about the inner judge and the ways it can sabotage any leader. I firmly believe two things: that these ideas and suggestions offer a chance of personal health and happiness, and also that the path I’ve described is the path to business and organizational success. The days when a culture, or a business, could follow the mantra of “Get it right and hold it” are long gone. Success in our society today requires being open, being flexible, and being tuned in to the winds of change—which doesn’t happen when you’ve got your head down and you’re grinding away in a salt mine. And success as a leader requires being able to offer a positive and compelling vision of the common future towards which we are working.

The summer *Harvard Business Review* had a fascinating article by Paul Saffo on “Six Steps for Effective Forecasting.” The inner judge is no good whatsoever at forecasting, because he or she is formed by voices from the past. It’s only when we are able to experience and enjoy our essential freedom as human beings that we can turn outward to see what the rest of the world is doing, and consider what part of that activity we would like to engage in.

I would like to invite you to take a break, to become more self-indulgent, to relax and dance and enjoy the opportunities this conference offers for conversation, recreation and plain old fun. The ATA is made up of an extraordinary and diverse bunch of people. It would be a pity to multi-task our way through the sessions and fail to appreciate ALL the aspects of this event.

I’d also like to invite you, as you create that space and leisure in your life that comes from turning off the cell phone and rationing the time spent in multi-tasking, to consider volunteering for the TCD and the ATA. We are designed for more than the salt mines, we are designed for the joy and satisfaction that come from working together to achieve, through love and dedication, more than we can ever achieve on our own. Never forget that love is what draws volunteers to an organization, and love is what drives the positive changes that we need to see in our world. We’ve been learning from Marian Greenfield and Rina Ne’eman what the ATA has been doing in the public relations realm. It’s true that the ATA’s PR efforts improve your bottom line, but it’s also true that those efforts are valuable, in and of themselves, for the improvement that they make in the way that non-English speakers are treated in our country today. I was very pleased, during more than four years as NAJIT’s executive director, to see the role of the court interpreter in this country become more widely known and more valued than ever before.

In the work that we do as translators, interpreters, project managers, company owners, all of us are working to make a difference where it matters. We are giving a voice to the voiceless and carrying on the good works of our economy and our societies. In our professional associations we can carry that work to a new level, and take delight as we labor together, in the words of the ancient Jewish tradition, *tikkun olam*, “to repair the world.”

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Register online at www.atanet.org/conf/2007/register.htm
Book your hotel at www.atanet.org/conf/2007/hotel.htm

Sessions for Language Services Providers

LSP-1 Sample Translations as a Sales Tool
Renato Beninatto Thursday, 1:30-3:00pm

LSP-2 Websites That Get Attention
Michael Cardenas Thursday, 3:30-5:00pm

LSP-3 Raising the Bar: Optimizing the Agency-Subcontractor Relationship
Beatriz Bonnet and Keiran Dunner Friday, 10:00-11:30am

LSP-4 Project Management: Essential Keys to Make a Machine Work without Glitches
Cecile Bonnet Friday, 1:30-3:00pm

LSP-5 The ASTM Translation Standard: Why Should You Care?
Beatriz Bonnet and Kim Vitray Friday, 3:30-5:00pm

LSP-6 Farsi in Iran versus Dari in Afghanistan
Farah Arjang Saturday, 8:00-9:30am

LSP-7 Translation Company Division Annual Meeting
Kim Vitray Saturday, 8:00-9:30am

LSP-8 Roll Your Own: Web-based Translation Portals and Translation Management System
Dierk Seeburg Saturday, 10:00-11:30am

LSP-9 Quality Still Doesn't Matter!
Renato Beninatto Saturday, 1:30-3:00pm

LSP-10 The Perfect Love Triangle: The Client, the Agency, and the Independent Contractor
Michael Cardenas Saturday, 3:30-5:00pm