



Letter from the Editor

I have the pleasure of announcing the birth of a new association, which will be active and relevant for all of us. This initiative is called ELIA (European Language Industry Association). It is a European endeavor intended to serve as a platform for new contacts across Europe, for new opportunities, to share experiences, and a bridge connecting all European translation companies wherever they may be. The initiators of this undertaking are two Italian translation companies: Ic Doc and Arancho. This is the starting point of a wonderful activity that will gather and unite companies from different countries in Europe.

Translation companies located outside of Europe will find that this initiative provides them with a practical link to friendly and reliable contacts for the large variety of European languages and dialects. For more details please see the article appearing in this newsletter.

I believe that this new association will result in fruitful cooperation between translators in Europe, the U.S., and many other countries around the world.

Tova Ichai
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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@yahoo.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 Annual Meeting Report

November 11, 2005, Seattle, Washington

By Kim Vitray

I welcomed attendees to the annual meeting and introduced myself, Assistant Administrator Ellen Boyar, and 2006 Local Conference Organizer Vigdis Eriksen. I then gave a PowerPoint presentation entitled "Translation Company Division 2005-06 Update." The information from that presentation appears elsewhere in this newsletter and is also available on the TCD website at www.ata-divisions.org/TCD. An exciting piece of news at the end of this presentation was the announcement of the **2006 TCD Conference, to be held in Jersey City, NJ, on April 20-23, 2006** (more information elsewhere in this newsletter)!

A bit of division business was then handled: Ed Zad of Lionbridge, Vigdis Eriksen of Eriksen Transla-

tions, and Ralph Romero of ExactLingua volunteered to serve as the nominating committee for next year's election of a TCD Administrator and Assistant Administrator.

We then brainstormed the following potential ideas for topics at the 2006 TCD Conference:

- Client education
- Editing
- Relations with freelance translators
- Updating the "Getting It Right" publication to include more information relative to working with translation companies and their project managers
- Employee retention
- Pro bono work
- Starting a translation company
- Legal issues
- How to enhance a company's value
- Standards and measurement systems
- Vendor management, vetting a potential contractor
- Industry overview
- Working with the government
- Working with meeting planners and hiring interpreters

To close the meeting, I invited everyone to network, network, network, and to be sure to introduce themselves to me if I hadn't met them yet!

Kim can be reached at vitray@mcelroytranslation.com.



The Launch of ELIA Across Europe

By Roberto Ganzerli

The founding members of ELIA—the European Language Industry Association—are happy to announce the official launch of the association.

ELIA is committed to representing the best interests of companies or organizations active in Europe in translation, interpreting, and localization. The association aims to become the umbrella organization for professional translation companies throughout Europe including, but not limited to, the European Union. ELIA also intends

to establish relationships with colleagues and associated organizations from other parts of the world, with the aim of making the voice of the translation industry heard worldwide. It also aims to share information, provide a forum for networking, and promote the concept of ethics and quality standards throughout the industry.

ELIA wishes to invite translation companies and organizations who share these same values to join with us and to participate in our association ([www.elia-](http://www.elia-association.org)

[association.org](http://www.elia-association.org)). For further information please contact the President of ELIA, Roberto Ganzerli, at roberto.ganzerli@elia-association.org.

Roberto Ganzerli is President and CEO of Arancho, Translations and Multilingual Documentation Management.

Founded in 1993, the Arancho Group now comprises companies based in Italy, Spain, and Finland.





Your Officers & Volunteers

- Kim Vitray, Administrator (McElroy Translation)
- Ellen Boyar, Assistant Administrator (Thomson Scientific)
- Christopher Hurtado, Secretary (Linguistic Solutions)
- Tova Ichai, Newsletter Editor (MilaTova International Translations)
- Vigdis Eriksen, 2006 Local Conference Organizer (Eriksen Translations)
- Alexandra Farkas, 2006 Local Conference Organizer (Eriksen Translations)
- Susan Andrus/Evan Norman, Newsletter/Web Site Design/Production (McElroy Translation)
- Mary David, Chapter and Division Liaison (ATA)

Your Website

www.ata-divisions.org/TCD

- Complete conference information
- Past conference reports and presentations
- Newsletters
- Brochure
- Articles ("TCD Core Services to You")
- Leadership photos and bios

Your Newsletter

- Four issues this year
 - January, May, August, December
- Terrific articles
 - "Targeting and Profiling Customers and Vendors Online," by Christopher Hurtado
 - "European Translation Service Standard," by Alfredo Spagna
 - "Recruiting, Motivating, and Retaining Staff," by Alison M. Wallace

Your Yahoo Group

ataTCD-subscribe@yahoogroups.com

- Only 25 of us are signed up!
- Of those of us who are signed up, I'm virtually the only one who communicates!

Is this not of potential value to you as a member???



- Formed February 16, 2004
- Members are associations of language companies, nonprofit associations, and event organizers (TCD, ALC, GALA, ACCTI, AILIA, EUATC, ClientSide News, Common Sense Advisory, TILP, Global Meeting Services, AMTA)
- Met again in June and September 2004 and June 2005, and scheduled to meet next in December 2005
- Mission: Unites associations in the GILT industry and promotes the industry worldwide
- Slogan: "Translation equals access, to markets, information, and cultures."

How the TCD is different from the Association of Language Companies (ALC)

We serve the needs of translation company owners and managers, BUT "in association" with freelance translators. Thus we must strive to understand, improve, and promote the best parts of our relationships with each other. Both structures (independent contractor and corporate entity) are necessary to meet client needs and serve the global market.

2005 TCD Conference

**Philadelphia, Pennsylvania, USA
April 14-17, 2005**

- Fabulous speakers
 - Renato Beninato, Common Sense Advisory
 - Jost Zetsche, International Writers' Group ("the tools guy")
 - Ed Zad, Bowne Global Solutions
 - Beatriz Bonnet, Syntes Language Group
 - Jiri Stejskal, CETRA
 - Nancy Locke, University of Montreal
 - Keiran Dunne, Kent State University
- **Special Keynote Panel and Q&A: "Improving the Relationships Between Translation Companies and Freelance Translators"**
- Spirit of Philadelphia Dinner Cruise
- Comments from attendees
 - "Thanks for the perfect organization of the meeting that was worth the 14-hour trip from Italy."
 - "This conference provided a wonderful networking opportunity."
 - "I was particularly impressed by...the high caliber of speakers."
 - "It really was a success and I left with so much valuable information."

Thanks again to our sponsors: TRADOS, SDL, and The Language Technology Center!!!

2006 TCD Conference

"The Changing Tides of Translation"

**Hyatt Regency on the Hudson
Jersey City, New Jersey, USA
April 20-23, 2006**



Team Leaders—Are They Born or Made?

By Alison M. Wallace

Every business wants effective teams that deliver results from collective performance and individual achievement. Business managers have to learn to delegate responsibility without losing control and manage team members' performance and attitude if the best is to be achieved.

Many organizations have moved into the team working concept because it can:

- (1) increase individual work satisfaction,
- (2) improve productivity, and
- (3) with the use of modern technology, deliver better financial results.

But what makes a successful manager? A list in a human resources management journal in 2004 listed 11 qualities of successful managers as follows:

1. Command of basic facts
2. Relevant professional knowledge
3. Continuing sensitivity to events
4. Analytical, problem-solving, and decision/judgment-making skills
5. Social skills and abilities
6. Emotional resilience
7. Proactivity (inclination to respond purposively to events)
8. Creativity
9. Mental agility
10. Balanced learning habits and skills
11. Self-knowledge

Does this list mean those managers with these skills are good leaders?

How are teams brought together? There are many different theories of how teams develop, but when a team has not been trained it can go through a number of stages.

1. The unorganised stage

A group of people who are brought together without any proper organization and with a task to achieve. They often fail to realize or identify the benefits of a team concept in the early stages.

New groups have a great deal of enthusiasm but if objectives are not clearly set and the investigations limited, not everyone will understand what is to be achieved, and without an actual leader, good ideas and suggestions could be missed.

2. The coming-together stage

This is when it is identified that the team is not achieving the task and there are complaints about strong or no leadership or a number of people wanting to take control. The group performance will improve as the group identifies roles for individuals. Gaining agreement at this stage is important.

3. The organised stage

This is where a timetable is set and roles agreed for the perfor-

mance of the team to achieve the task. The leader by now should have less direct involvement as the group members will be self-motivated and team-motivated and the relationship of the team becomes more trusting and open.

4. The performance stage

This is when the team is fully cooperative, works together, and avoids conflict, and the priority is the success of the team.

The hallmark of a good team is a high success rate. A good team leader is someone who adjusts their leadership style along a spectrum from participative to autocratic depending on the circumstances. He or she must meet challenges and opportunities head-on. If the team is a good mix of people who contribute in complementary ways, it will produce more than the sum of its individual parts, but the team leader has to ensure the team operates in such a way that a balance is struck between concern for the task and concern for the outcome. The team leader has to know himself or herself. Adaptable and consistent is the balance to be achieved.

Communicating effectively internally and externally is a major consideration in teamwork. Team briefings provide information directly to everyone in an organization stage by



stage so that everyone is aware of plans, development, and issues. Practically, they should consist of no more than 16 and no less than four people, and meetings should last no more than 30 minutes.

A good leader will be seen by the whole structure as an important member of the management team and this includes the team. They have to have the support of senior management and a clear understanding of their own roles and objectives. Influencing skills are important both with the team and with the business.

Where a team leader needs more guidance or training, it should be provided by executive coaching. He or she is there not just to help the team by giving guidance, encouragement, and motivation, but also to manage the team's performance and attitude. The team leader can then be a mentor for others.

Another of the team leader's duties is to develop team members, and one way of achieving this is to set objectives that are specific, measurable, achievable, relevant, and time-based. Setting objectives should always be discussed and agreed with the team members. This will ensure buy-in by the individuals and a wider understanding of why they have been set.

The team has to buy into the objectives as much as the individuals, and communicating the objectives to the team as a whole is paramount. The way in which a leader communicates is a vital component in being an effective leader. Ninety percent of any message carried to the listener is through body language and voice tone rather than message content.

Performance management for maximum results encourages individual and team performance. However, a leader must also deal with poor performance and attitude. Team members who carry weaker team members will not function effectively. Grievances and local disciplinary issues have to be dealt with and not postponed until an issue is too big to be managed. A manager who cannot deal with sensitive or difficult issues will have a direct impact on progress. A team leader must learn to have difficult conversations and resolve problems.

The skill of delegation is essential to a leader, giving him or her time to concentrate on priority work. But if delegated, the leader remains responsible overall for the task. Leaders who are reluctant to delegate do so because of lack of trust or they consider they are able to do it better and enjoy the image of being overworked. Project work that can result in a significant personal sense of achievement by team members should be delegated.

Good working relationships with employer representatives is also important, as is feedback on the team leader's performance. Instruments such as 360-degree appraisals can play an important role in moving the team and business forward and not forgetting the old maxim "together everyone achieves more."

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In the past, I have written about client education and the proper way to deal with customers over the phone. This time, I would like to offer some modest proposals for translation agency representatives in their interactions with freelance translators.

Introduce yourself.

"Hi, I am Debby from Galacto-Interglobal. Can you do 5,000 words by tomorrow?" is not the right way. I know agencies usually are under time pressure, but you might want to say a few words about your company if we have never worked together.

You are not the only one.

Just because I did some work for you two years ago does not mean that I remember that Stan works for Globo-Intergalactic. So the message "Hi, this is Stan, give me a call about a potential project" might leave me puzzled. Also, have you ever noticed how similar the names of many agencies are?

Watch the time.

There are not that many time zones in the continental U.S., so please make a note about my time zone and do not call at 6:00 a.m.

Keep your megabytes.

Even though I do have broadband, I do not appreciate having 12 MB of files glut my inbox before I have been asked whether I am interested in and available for the project. This is particularly annoying when I do not even know the agency that sent these files.

Avoid scattershots.

I do not answer e-mails that are addressed to "undisclosed recipient list" and start with "Dear translator." I know you are under time pressure, but this is just barely above spam.

It ain't easy.

I still sometimes hear the classic sentence "I do not speak German, but the text looks pretty easy." Really?

Mention the subject.

And I mean right away.... I have had conversations with project managers that involved deadlines and file formats, only to get to the point that I do not do translations of legal documents. I have even had a text advertised as "computer-related" sent to me, and then saw that it was a legal discussion of a software-related patent. So, identify the subject matter of the text and mention it right away.

Do your paperwork.

Make sure that the freelance translator gets a purchase order, W-9 form, and whatever else your agency needs to process an invoice. Translators often work under tight deadlines, so they should not have to wait several days *after* turning in the translation before they receive a P.O.

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New Patent Translators Yahoo Group

By Kenneth Kronenberg

The purpose of this group is to exchange information relating to patent translation from all languages INTO ENGLISH. Queries may relate directly to the subject matter of the patent, wording issues, filing conventions in the United States and other English-speaking countries, software and resources, and other issues relating to the patent process.

The group is moderated to prevent spam and inappropriate postings. No commercial messages or self-promotion, please. Although the list is designed to assist translators, patent attorneys with an interest in the quality of translation are encouraged to join.

To join, send an e-mail to: Patent_translators-subscribe@yahoogroups.com

Kenneth is a German translator, writer, and editor who lives in Cambridge, MA, <http://www.kfkronenberg.com>. He can be reached at mail@kfkronenberg.com or kfkronenberg@earthlink.net or 617-868-8070.

"The Changing Tides of Translation"



American Translators Association – Translation Company Division

7th Annual Conference • April 20-23, 2006

*Hyatt Regency on the Hudson
Jersey City, New Jersey, USA*



Highlights:

- Thursday evening reception and banquet — get to know your colleagues in a relaxed yet elegant setting overlooking the Hudson River with a view of the Manhattan skyline
- Two days of informative educational sessions tailored to the needs and concerns of translation company owners and managers
- Plenty of time and opportunity for networking, networking, and more networking!
- Optional Friday or Saturday evening activity: "New York City by Night"
- Sunday morning buffet breakfast and optional excursion to Ellis Island

**Advertising, exhibit, and sponsorship
opportunities available.**

Stay tuned to www.ata-divisions.org/TCD for more information!

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