



What is a management approach to language and what is it good for?

3rd International Conference on Sociolinguistics:
Diversities, New Media and Language Management
Prague, Charles University, August 24–26, 2022

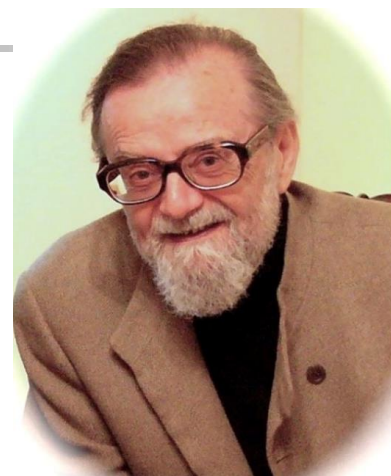
KIMURA Goro Christoph
Sophia University

August 25, 2022

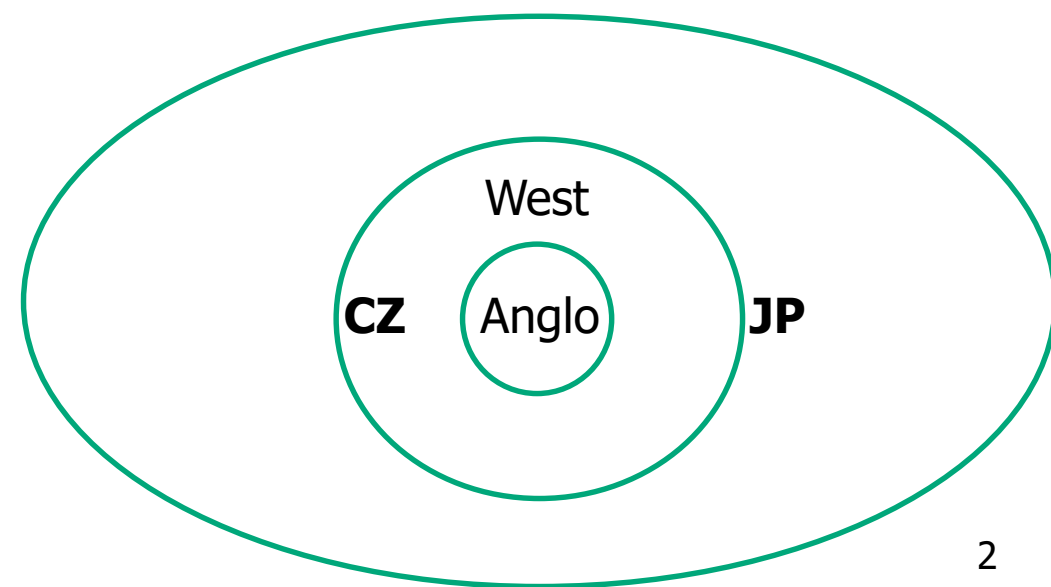
Co-initiator of Language Management Theory (LMT)

Prof. Ferenčík's lecture yesterday

■ Jiří Neustupný (1933-2015)



Prague → Melbourne →
Osaka, Chiba, Tokyo (**Japan**)

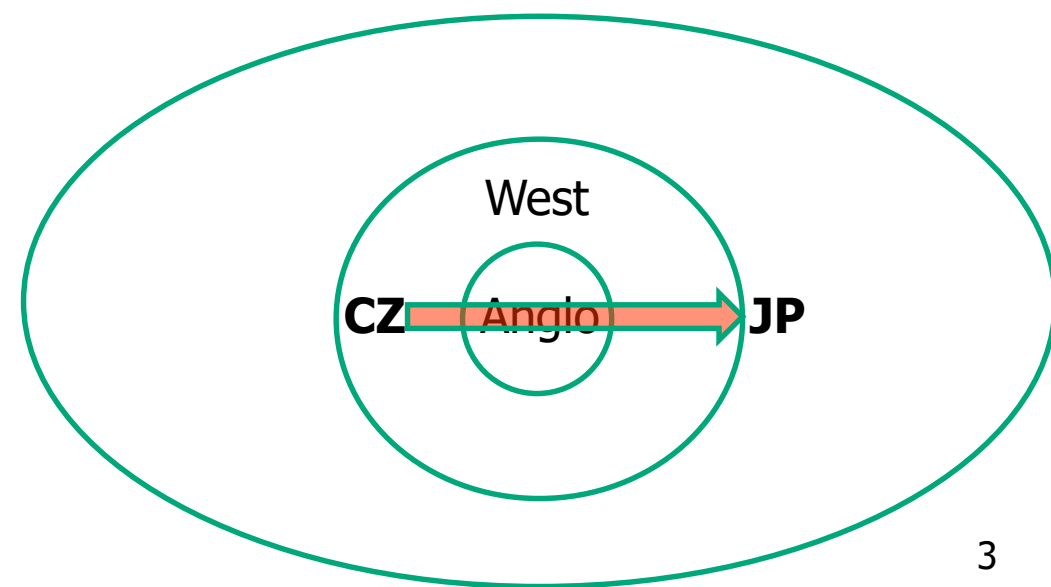


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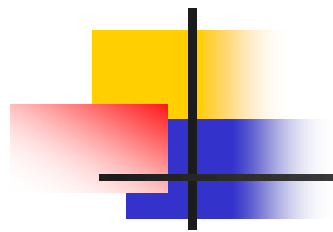
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Structure of the presentation

1. The position of LMT within the research field
2. The main characteristics
3. Case study:
Detecting management in mediated communication
4. Conclusions



1 THE POSITION OF LMT WITHIN THE RESEARCH FIELD



Epistemological dualism in (early) sociolinguistic research

Micro

Language attitudes:
everyday practice,
natural, ordinary

Macro

Language policy and planning (LPP):
special intervention,
artificial, additional

-> Dualistic understanding of language activities (also currently!).
Intervention has often been regarded as something external,
additional, even exceptional to the 'natural' use of language.

Naïve epistemological assumption



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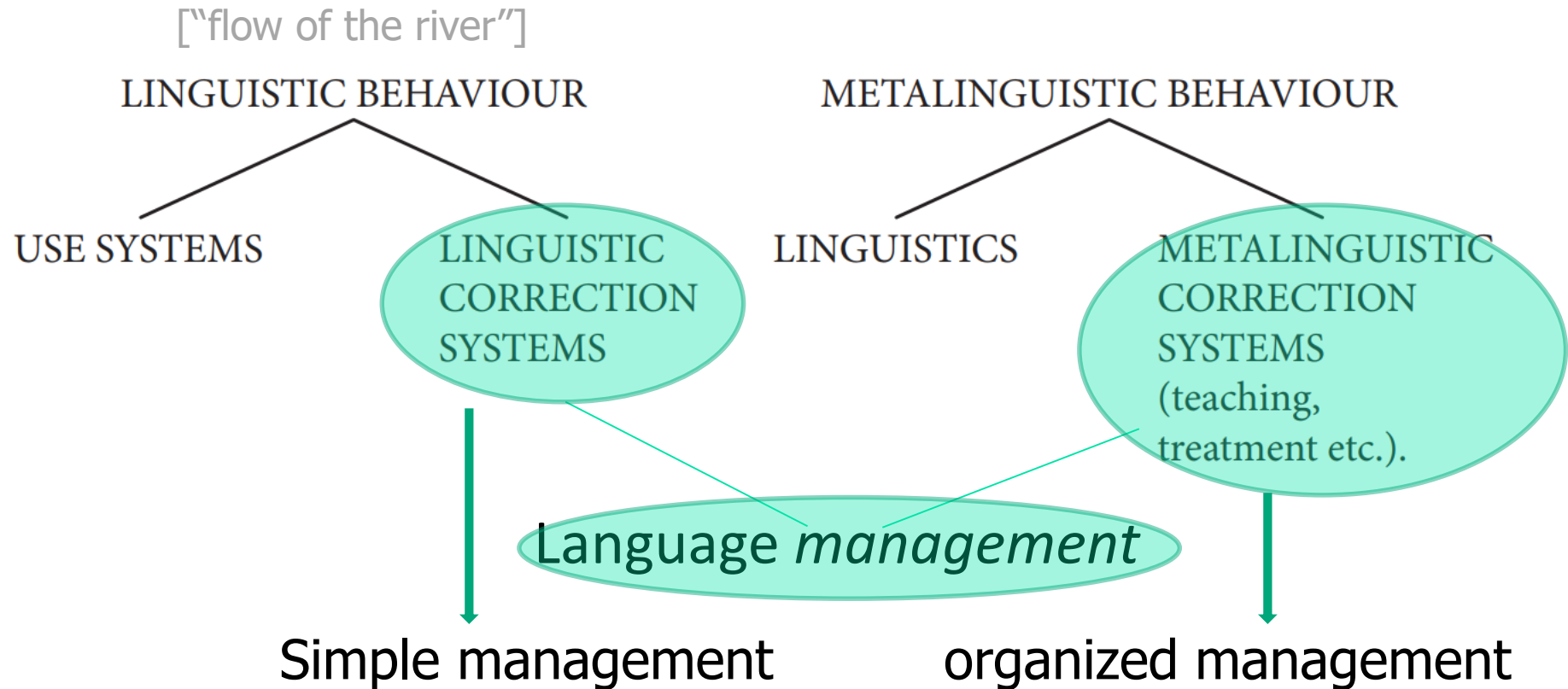
Yasuo Kida 轟川の河口 <https://www.flickr.com/photos/67381643@N00/3757921420>



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Integrating intervention within (meta)linguistic behaviour



Epistemology of LMT



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Original key point of LMT: connect LPP to broader (meta)linguistic behaviour

Jernudd & Neustupný (1987) Language planning: for whom?

- Recognition of the **gap between language planning and actual language users** [weakening the analysis and effectiveness of LPP] and
- emphasis on the **importance of considering the micro level of interaction as part of management.**

-> Managing language is an integral part of language activities.

“people essentially cannot not manage their language”
(Nekvapil & Sherman 2015: 5)



The expansion of LPP in sociolinguistics

Awareness of the shortcomings of the classical paradigm.

e.g. the ethnographic turn

“without ongoing **conceptual refinement**, “language policy” may become so loosely defined as to encompass almost any sociolinguistic phenomena and therefore become a very general descriptor in which all language attitudes, ideologies, and practices are categorized.” (Johnson 2013: 24)

Language policy:
Language attitudes, ideologies, practices




Current key point of LMT: distinguish management processes

Conceptional refinement:

emic approach to language problems and interventions:

when the language users notice something that could/should be managed by themselves or by others, language management begins.

Language management 

- 'self-management'
- 'other-management' (usually LPP)

LMT as a third way between the narrow and broad understanding of LPP

traditional divide



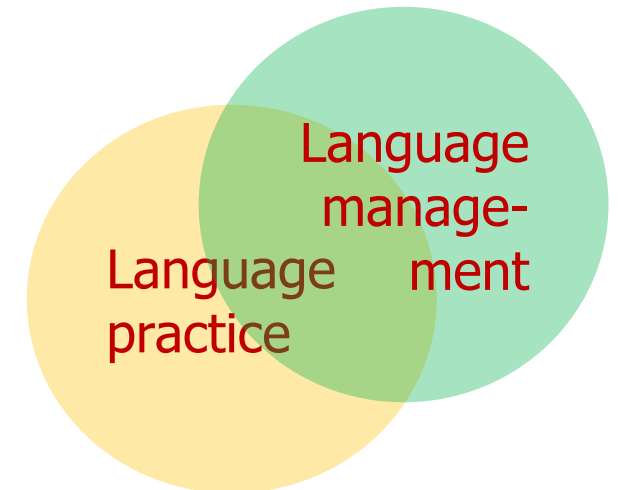
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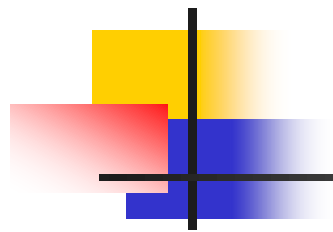


recent trends



LMT





2 THE MAIN CHARACTERISTICS



Four dimensions of LMT

- (1) Levels of management : *micro-macro cycle*
- (2) Stages (phases) of management: *management process cycle*
- (3) Scope of management: *communicative and sociocultural management*
- (4) Ideologies accompanying managament: *Interest and power*



(1) Micro-macro cycle (Cf. Nekvapil 2009: 6-7)

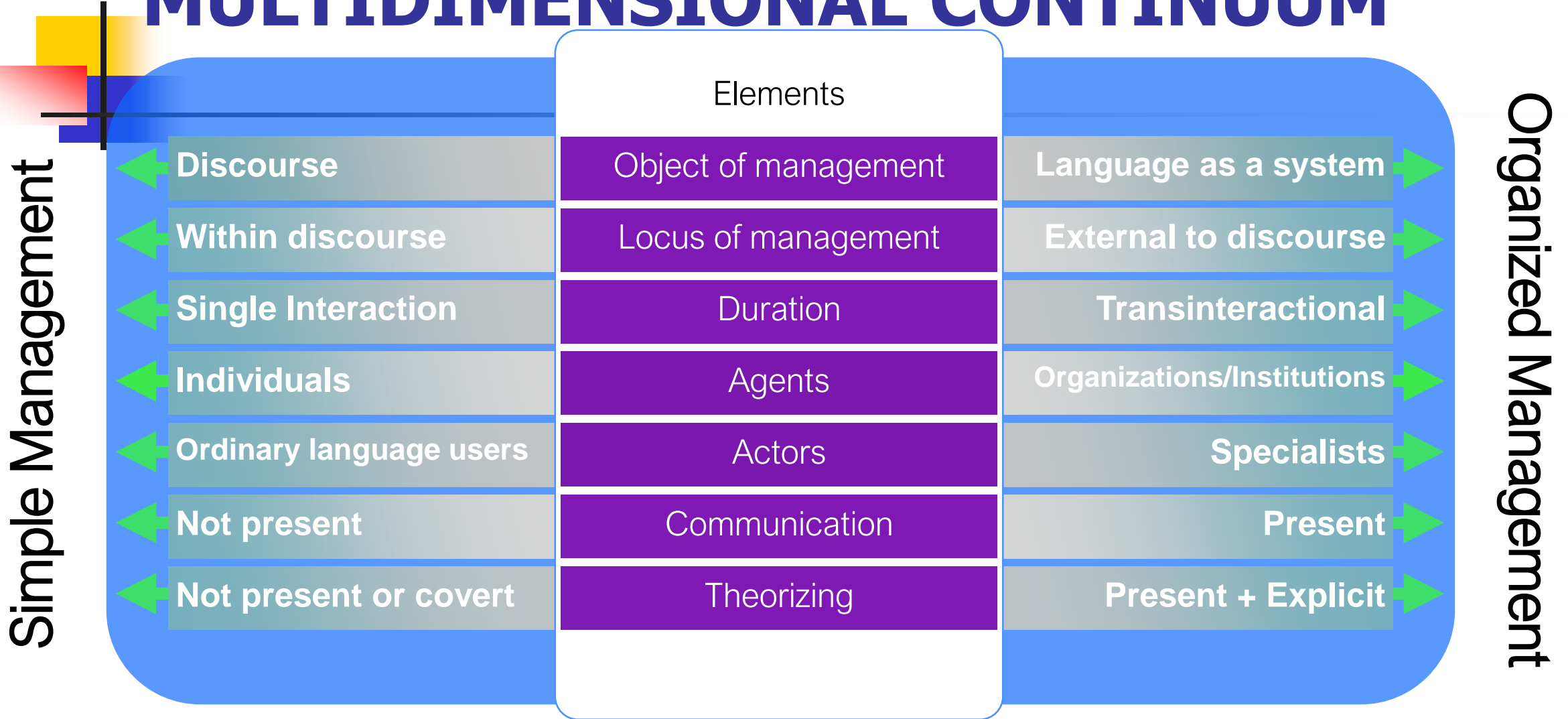
Organized management (macro)

international organisations
central government
local government
educational organisations
media
employers
ethnic or other social organisation
local communities
family
individuals

Simple management (micro)

individuals that interact within discourse

MICRO/MACRO AS A MULTIDIMENSIONAL CONTINUUM



-> **PANEL 3 Integrating Macro and Micro Perspectives of Language Management**



(2) Management process cycle

Original process model:

(Deviation from norms/expectations ->)

Noting -> Evaluation -> Adjustment design -> Implementation

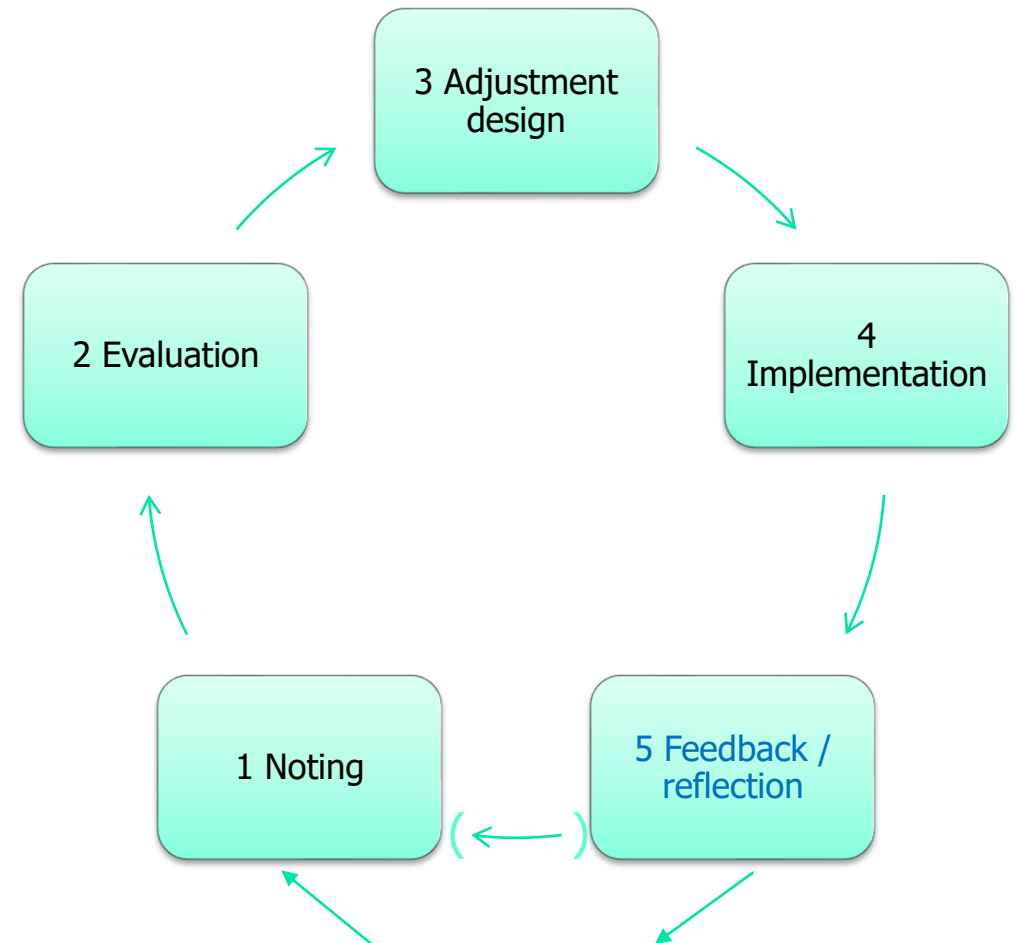
#Management can stop at any stage. (here now!)

(2) Management process cycle

(Kimura & Fairbrother, 2020: 244)

About the 5th stage:

- This stage does not imply that feedback must always happen. It is generally accepted that not every LM must include all these stages. But **the model should include all possible stages**.
- The post-implementation stage can produce new norms or expectations that may lead to new noting. It can thus be connected to a new cycle, but must not. Thus it should be posited as a **separate stage**.
⇒ **descriptive, heuristic (we find what we seek) and prescriptive (instructive) value.**



0. Norms / expectations (and deviations from them)¹⁹

Comparison with language policy process

1. Noting

2. Evaluation

3. Adjustment design

4. Implementation

5. feedback/reflection

Ex-ante

- Evaluation of complexity.
- Defining level of collaborative engagement.

Implementation

- Monitoring complexity management and inter-department communication.

Ex-post

- Evaluating the overall impact within the complex network.
- Defining variables involved that affected the final result of the programme (in case of inefficient ex-ante identification).



(3) Scope of management: *communicative and sociocultural management*

- Language management not in isolation, but in the context of **communicative (sociolinguistic) and sociocultural features** of interaction (Neustupný 2004).
- 'interaction management' (Fairbrother 2000)



(4) Ideologies accompanying management: *Interest and power*

- multiplicity of **interests**

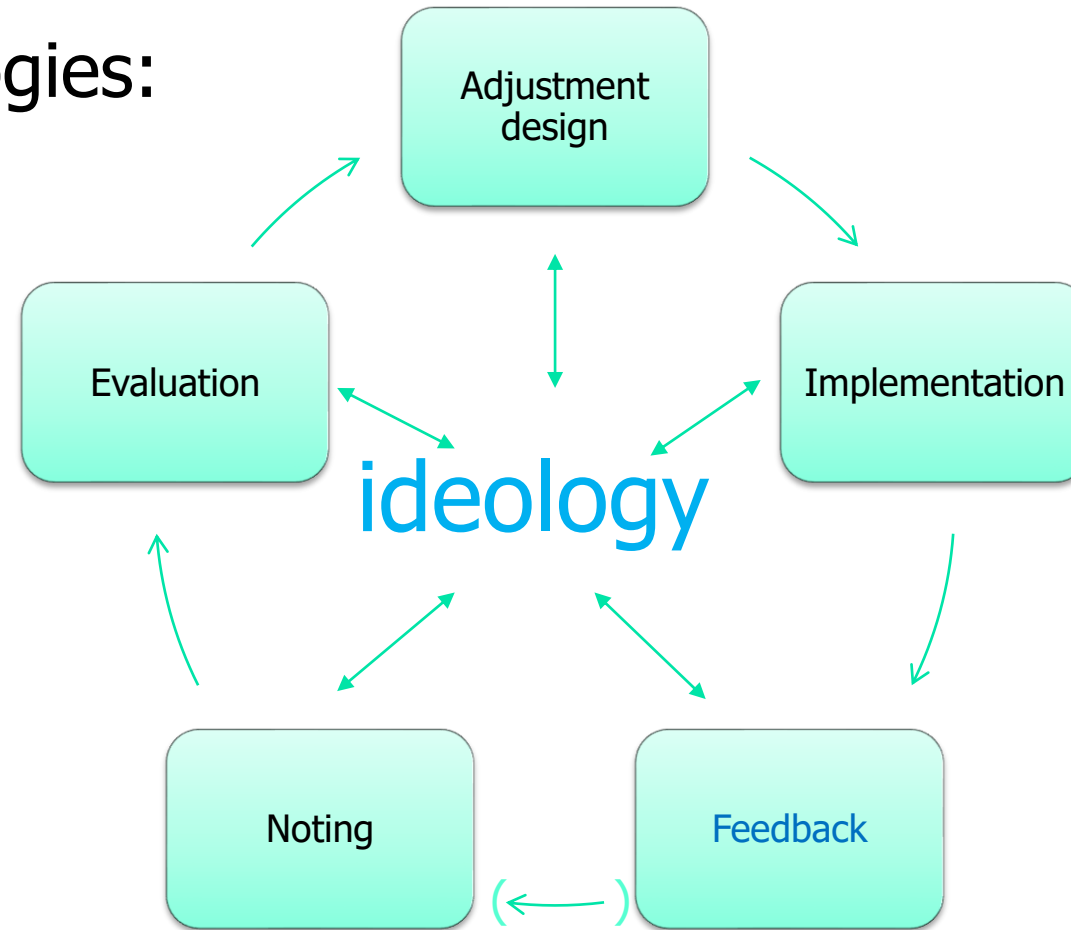
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- the capacity to implement one's interests (**power**)

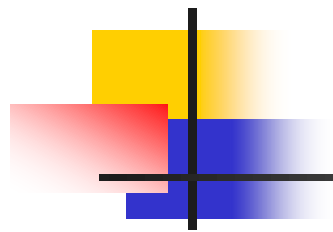
(Neustupný & Nekvapil 2003: 186)

-> **Language ideology** can essentially contribute to clarify *why* management processes arise (Kimura 2022).

- sociocultural/
socioeconomic
- communicative
- linguistic



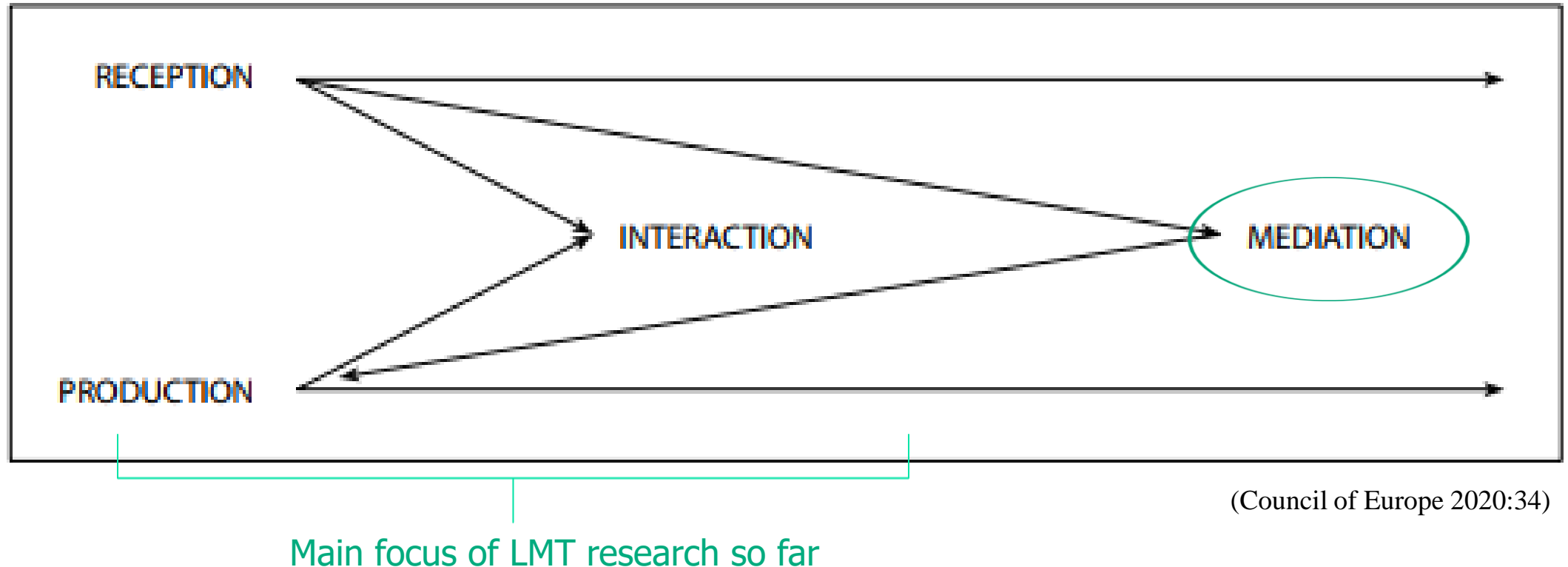
0. Norms / expectations (and deviations from them)



How can it be beneficial to pay attention to management processes?

4 CASE STUDY: MEDIATED COMMUNICATION AS A SITE OF INTENSIVE LANGUAGE MANAGEMENT

Four language activities according to CEFR (Common European Framework of Reference for Language)



Interpreting as a communication type with distinct features (Nekula 2002: 66, 70)

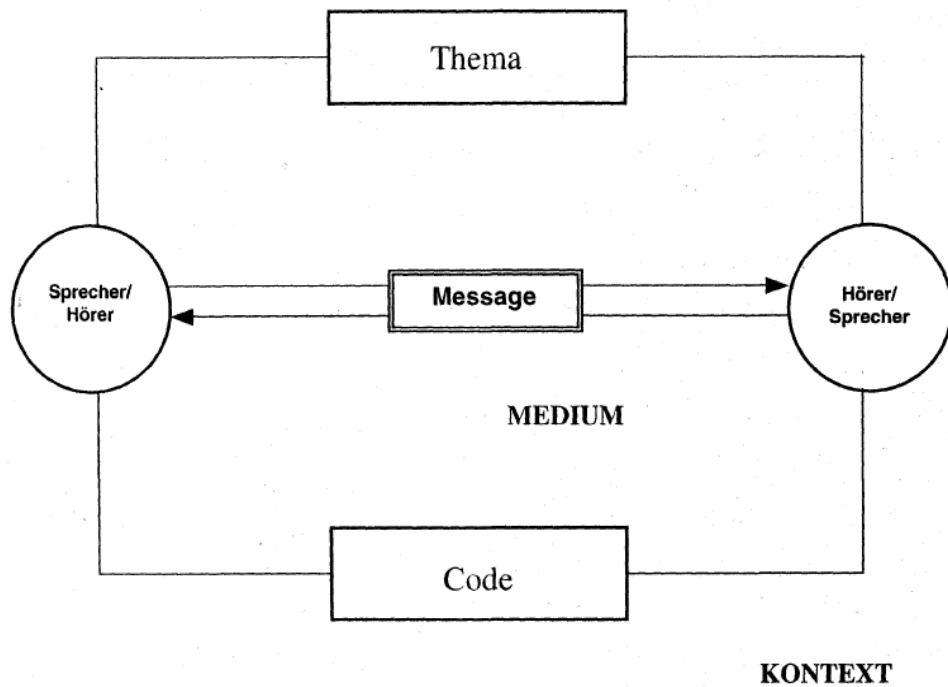


Abbildung 1: Kommunikationsmodell

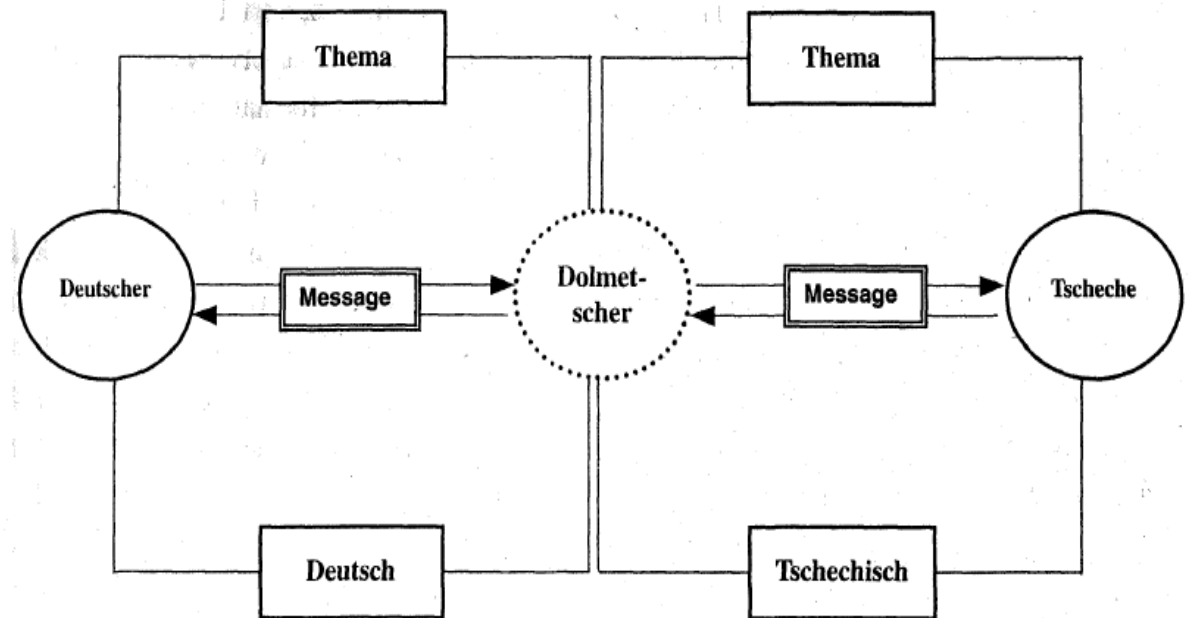


Abbildung 2: Kommunikation mit einem Dolmetscher

-> Interpreting deserves special attention in language management research

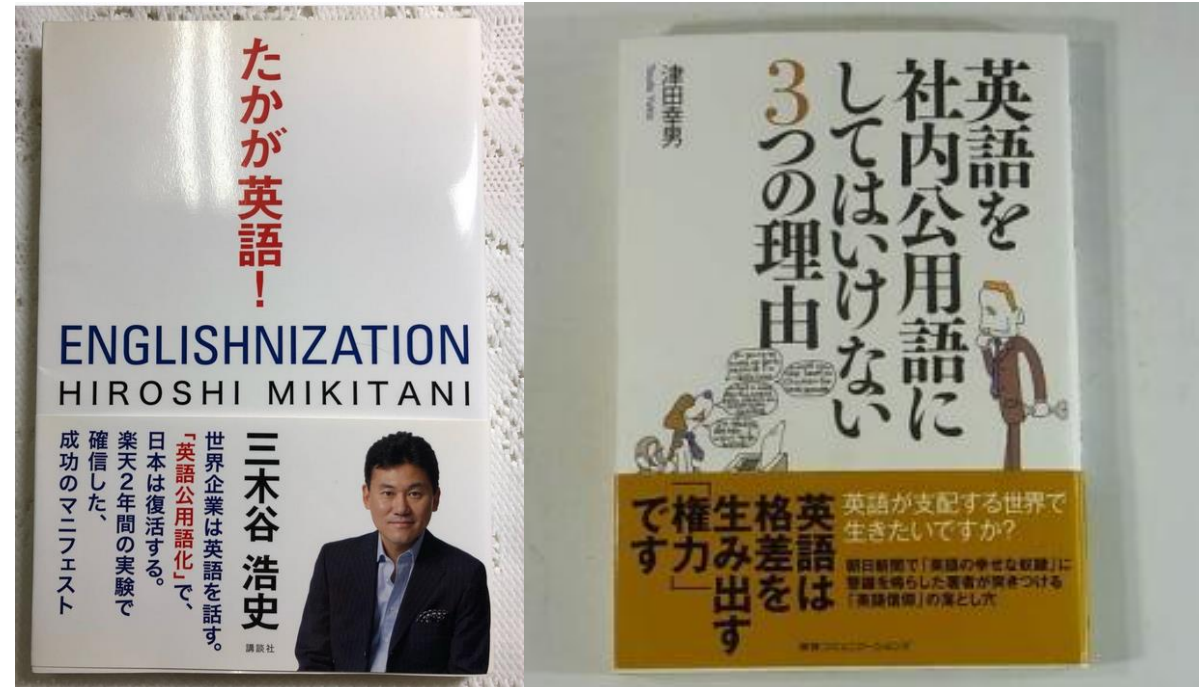
English-Japanese business interpreting

Focus JAPAN

- Discussions in Japan on English as cooperate language: the language issue becoming a focus of attention

Focus on ENGLISH

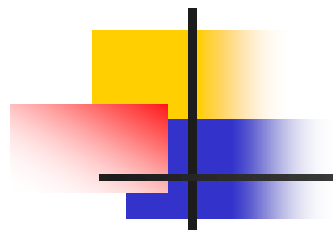
- In other languages it may be simple necessity. But English skills can be presupposed to some extend.





Joint research (TAKAHASHI Kinuko & KIMURA Goro Christoph)

- (2017): **Who uses interpreters when, where and for what?:** Perspectives from international business settings in Japan, *Invitation to Interpreting and Translation Studies* 17, 1-19. [In Japanese]
- (2018): **Why do Japanese business persons who speak English use interpreters?** *Invitation to Interpreting and Translation Studies* 19, 91-108. [In Japanese]
- (2021) **Advantages and disadvantages of interpreting** as a means of interlingual communication: Perspectives from business settings, *Journal of foreign language studies* 25 (Kansai University), 35-50. [In Japanese]
- (in preparation) **Mediated communication as a site of language management:** Perspectives from business interpreting settings in Japan. [in English]



RESEARCH 1: MANAGEMENT BY THE CLIENTS



Research 1: Method

Structured interview

- 13 business-interpreters
 - 9 business persons who use interpreting
 - Mainly IT,
 - financial service, including insurance and securities companies
 - pharmaceutical companies
- # experiences of staying abroad (even MBA)



Basic findings

- All the interpreters and clients had experienced cases when there was
 1. **a choice** whether or not to use interpreting before the situation (i.e. not just necessity)
 - > pre-interaction management
 2. **a switch** between English as a lingua franca and interpreting within the contact situation (i.e. not constantly interpreting)
 - > interaction management

Strategies of interlingual communication

interlingual communication

direct

internal language

additional language



Choice & switch

indirect

mediation



Reasons to use interpreting

■ Personal reasons

I. Pre-interaction management

1. Enhance certainty
2. Reduce the (cognitive, psychological) burden
3. Directions of interpreting

II. Interaction management

1. Change in the course of the time
2. Contents of the talk

→ Complexity of language skills

■ Social reasons

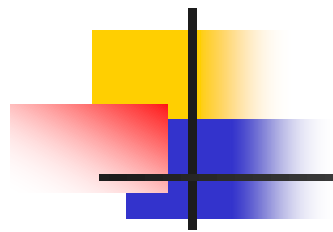
I. Pre-interaction management

1. Degree of formality (officialness)
2. Participants
3. Share the interaction (monitor)

II. Interaction management

1. Addressee

→ Situational reasons: the interpreter as a participant in the interaction



How do interpreters react to 'irregular' patterns of not-using interpreters

RESEARCH 2: MANAGEMENT BY THE INTERPRETERS



Research 2: Method

Focus group interview:

Four interpreters were asked to recall interpreting settings with irregular use of interpreters and reflect on their own language management.



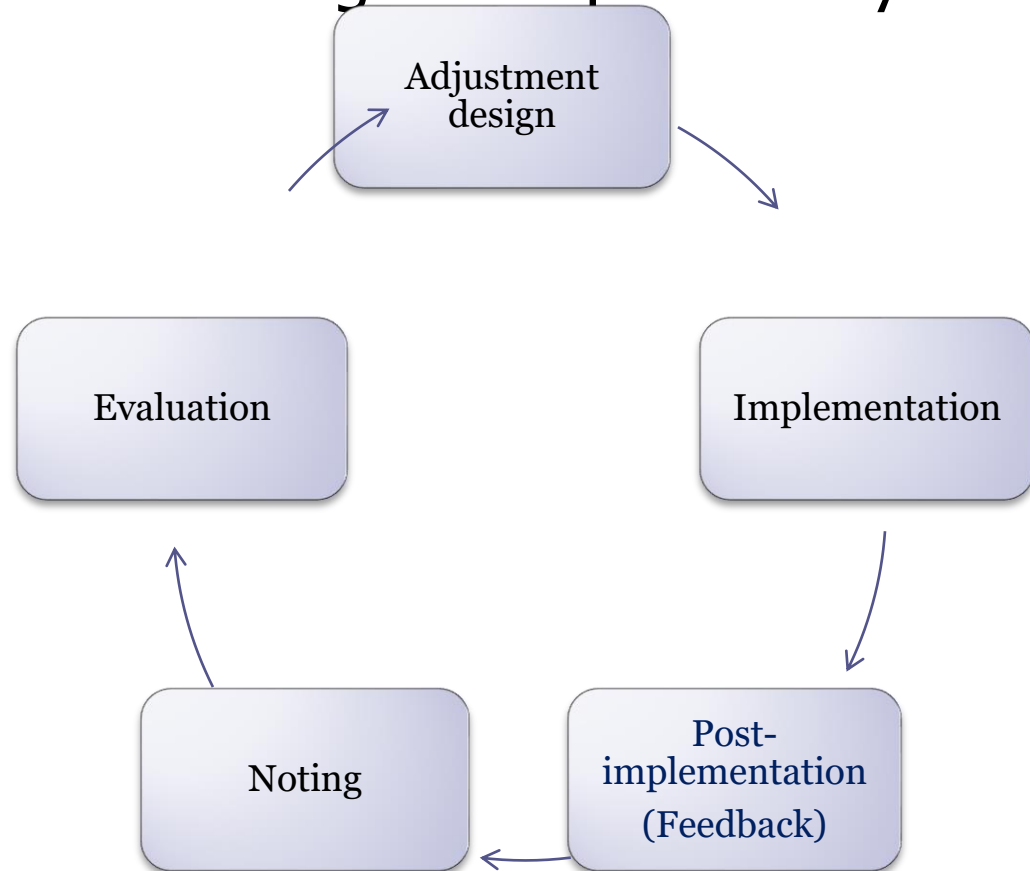
The participants

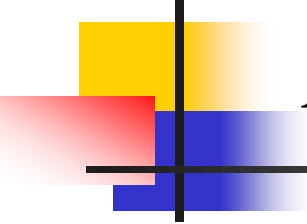
Nickname	Yui	Aki	Haru	Nuts
Length of career	10 years	30 years	17 years	10 years
Age bracket	50s	50s	50s	40s

Focus group interview

1. **Noting** of irregular use: deviations from expectation?
2. **Evaluation**: negative, positive, neutral?
3. **Adjustment design**: intention to manage or not?
4. **Implementation**: management action?
5. **Feedback/review**: satisfied or not, lessons for the future?

■ Management process cycle





Management by the interpreters

I pre-interaction management

No	Client's management		Interpreter's Intervention
1	Pre-interaction management	Interpret only English to Japanese	Necessary and possible
2	Pre-interaction management	The client didn't wear a headphone	Necessary but impossible
3	Pre-interaction management	The client didn't wear a headphone	Necessary and possible

II interaction management

4	Interaction management	Client interprets	Not necessary
5	Interaction management	Client interprets	Not necessary
6	Interaction management	Client switched to English	Necessary but difficult
7	Interaction management	Clients tried to speak English	Necessary and possible
8	Interaction management	Client took off the headphone	Not necessary

I Interpreter's management to client's pre-interaction management

Example 3

intervention necessary and possible

NOTING

The client was not using a headset and not listening to the interpretation, though the client actually needed interpretation. He asked me to interpret once again as he had not listened to it.

EVALUATION

Again! (It was not the first time for her to be asked to repeat interpretation). I have completed interpreting just right now. Wear a headset. This is not the first time you didn't listen to my interpretation and asked for it again after it was completed.

ADJUSTMENT DESIGN

The client should have a headset over the ears to listen to the interpretation service. I would tell him so.

IMPLEMENTATION

I told the client to keep a headset over the ears. I have already forgotten what I interpreted. So, in order for me to interpret again, I had to ask the English speaker to repeat what he said, adding that the Japanese client was not listening to my interpretation.

REVIEW

I will ask the audience to wear a headset *before* the meeting begins next time.

II Interpreter's reaction to client's interaction management

Example 6

intervention necessary but impossible

NOTING

Some misunderstanding occurred between a Japanese speaker who switched from Japanese to English in the middle of his utterance and the Japanese listeners who didn't understand the part of the conversation that was made in English. Accordingly, the topic of the meeting was getting slightly diverted away from the topic discussed.

EVALUATION

I was afraid of what would happen if it went on this way. "Is it really OK?" I was wondering what I should do.

ADJUSTMENT DESIGN

I was taking notes of their conversations and getting ready to offer immediate assistance at any time, if someone happened to ask for the interpretation. Also, I was prepared to point out the cause of misunderstanding, if someone said that there was something wrong with communication.

NO IMPLEMENTATION

As the top management was involved in the meeting, and I was not asked to clarify, no action was taken. Even if I tried to help their miscommunication, it was almost impossible to intervene in the middle of the conversation, and it was difficult to judge where to intervene.

REVIEW

When I had a chance to intervene, I felt I should have intervened much earlier to avoid misunderstanding. So, next time, when I encounter such a situation, I will do that.



Some basic results of the research so far

- Mediated communication (in business) is a site of **intensive management**, worthwhile to focus on.
- There are a number of **personal and social reasons on the client's side** to use or not to use interpreters, before or during a situation.
- Some of the English use cause problems which **require management by the interpreters** in order to bring success to the negotiation.
- So, it is desirable that the interpreters are recognized as **participants with a special role** in the setting.
- But it is not always possible for the interpreter to intervene, partly due to **power conceptions**.



Practical implications

- Implications for the training of interpreters:

The complex reality of the interpreting setting must be taught to would-be interpreters and student interpreters, before they start working as interpreters: they won't just constantly interpret in a given situation.

- Implications for clients (companies):

Strategical choices about interpreting should be regarded as part of corporate language management (efficiency of professional mediation in communication that necessitate high precision, which is much harder to acquire).



Further research

- Micro-analysis of real interpreting settings, especially intersecting management (Fairbrother 2020) by clients and interpreters
- Connection to corporate language policy (ideology of English as a practical lingua franca)
- Implications for national level language policy (realistic goals of English language education)



Micro-macro cycle

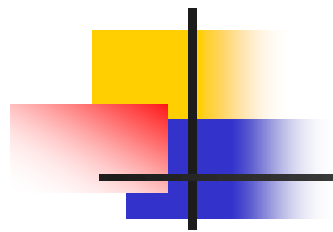
Organized management (macro)

international organisations
central government
local government
educational organisations
media
employers
ethnic or other social organisation
local communities
family
individuals

Simple management (micro)

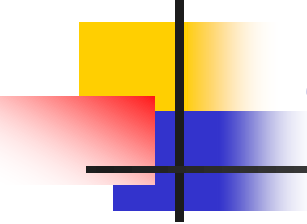
individuals that interact within discourse





What is an management approach to language and what is is it good for?

5 CONCLUSIONS



What is a language management approach (in the sense of LMT)?

- An emic, process-oriented approach highlighting behavior toward language, trying to integrate micro and macro dimensions, considering extralinguistic and ideological aspects.



What is it good for?

- Providing an analytical framework, including a set of introspective methods, it can reveal processes also beneath the observable surface and contribute to a better understanding of how people and various organizations/institutions deal with language.

- 
- General explanation of LMT, bibliography and other materials can be found on the website:

<http://languagemanagement.ff.cuni.cz>

Recent books:

Nekula, M., Sherman, T. & Zawiszová, H. (eds.) (2022). ***Interests and Power in Language Management***. Peter Lang.

Kimura, G. C. & Fairbrother, L. (eds.) (2020). ***A Language Management Approach to Language Problems: Integrating Macro and Micro Dimensions***. John Benjamins.

Fairbrother, L., Nekvapil, J. & Sloboda, M. (eds.) (2018). ***The Language Management Approach: A Focus on Research Methodology***. Peter Lang.



Last but not least:

- Dialogue and cooperation with other approaches in need (public policy, ethnography ...).

#This conference!

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