



Protocollum™

Newsletter of the International Protocol Community

Spring 1994

Precursor to Peace

The Significance of a Handshake

By Sidney Blumenthal

Three days before the first agreement between Israelis and Palestinians was to be signed, the White House did not know who would attend the ceremony. On the South Lawn, a platform was being constructed, and thousands of folding chairs were being arranged, although word had not yet been received on whether Yasir Arafat and Yitzhak Rabin would appear, or would leave the ceremony entirely to their foreign ministers. Yet the President's aides were confident that by noon on Monday, September 13th, the two leaders would flank Bill Clinton. This event was too momentous to be consigned to ministers. It was not mere diplomacy. History seemed to insist on a higher protocol — the presence of Rabin and Arafat themselves, the commanders who had waged the war.

The agreement had been secretly

negotiated by the Norwegian Foreign Minister, Johan Jørgen Holst, and its announcement took the State Department by surprise. In the *Times*, an overzealous public-affairs officer cast Warren Christopher as the invisible prime mover, but a day later the State Department retreated to a more accurate, humbler account: the Nobel Peace Prize this year will belong rightly to the Norwegian. Diplomatically, the United States could claim the power of suggestion. Politically, control of the ceremony belonged to the White House: for this moment, its statecraft must be its stagecraft.

"It feels like a gift," the President said the weekend before the signing. The Camp David accord had been the fruit of Jimmy Carter's assiduous husbanding, as he tended hour by hour to the sensitivities of Menachem Begin and Anwar

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Consular Relations & Protocol

L.A. County to Host National Conference

By George Pullman

The Los Angeles County Office of Protocol, as coordinating agency, in cooperation with the City of Los Angeles, the U.S. Department of State and the Protocol Resource and Operations Service, will convene and host the Third National Conference on Consular Relations and Protocol in Los Angeles on April 7th - 9th, 1994.

According to Los Angeles County Chief of Protocol Sandra J. Ausman, the conference chairperson, "the objective of this not-for-profit program will be to explore ways of expanding relationships with local consular corps communities here in the United States." The three day program will also review various elements of protocol and "serve as a forum for a broad spectrum of protocol professionals to share ideas and to discuss issues of mutual concern," said Jonathan R. Moller, Executive Director of the Protocol Resource and Operations Service. Many distinguished experts will address the assembly, including former United States Chief of Protocol, Joseph Verner Reed.

In a joint invitation letter to all fifty governors and approximately one hundred and forty mayors and county commissioners, Yvonne Brathwaite Burke, Chair of the Los Angeles County Board of Supervisors, and Richard Riordan, Mayor of the City of Los Angeles wrote, "[T]he importance of international trade

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Editor's Note

Welcome to Protocollum

"As a former governor and now as President, I fully realize the importance of proper protocol. Great things can be accomplished by simply offering a cordial and meaningful exchange to our associates."

— President Bill Clinton

Welcome to *Protocollum*, a new publication of the Protocol Resource and Operations Service.

This quarterly newsletter has been created primarily for the benefit of government, military and corporate protocol officers. We anticipate, as well, that *Protocollum* will prove to be of interest to a wide range of readers engaged in global activities such as economic development, marketing, public relations, special events and business travel; we invite those readers to consider themselves part of the broadly-viewed international protocol community.

All of us, irrespective of title or jurisdiction, are professionals charged with the unique and vital responsibility of creating a proper environment in which the business of government and commerce can flourish. That means we must keep important people contented — we need to make sure that they are at ease and protected from the major or minor gaffes that can embarrass them and impair the ambience necessary to accomplishing their purpose. We coordinate everything from security to entertainment so that we can ensure that the people and interests we serve can turn their attention to the business-at-hand and are accorded the respect appropriate to their station. If a visitor does not leave for home as a goodwill ambassador and return some time in the future as a friend, we — the protocol community — have not fulfilled our mission.



Gail Hannigan/PROS

Jonathan R. Moller, Executive Director of the Protocol Resource and Operations Service

How does one become part of the protocol world in the first place? I have yet to meet anyone who anticipated becoming a protocol specialist; after all, there is no school to attend for accreditation as a protocol officer. I know I certainly did not plan on a protocol career, but somehow, somewhere, we find ourselves handed the responsibility for some aspect of protocol and are supposed to see to it that things go smoothly. Once we succeed, we are "hooked" by the satisfactions of work that can be significant, challenging and rewarding.

In my ten years as part of the protocol community, I have come to recognize the

especial importance of creating a network of protocol specialists. With that in mind, and with the guidance and encouragement of colleagues from around the world, I have created *Protocollum* to help us get to know each other better, to learn from each other's successes and to avoid each other's mistakes. I know of no protocol professional who does not want to increase specific skills and general expertise. By joining in the give-and-take of a network, we can best accomplish that goal. We will have more than merely ourselves to rely on to enhance our performance and professional image, and to gain the understanding and respect our work deserves.

On a practical note, I urge you to keep in mind that reader comments, suggestions and corrections are not only welcome, but actively solicited. After all, this is our newsletter. For it to be useful and informative, we must all contribute.

Finally, please recognize that the views and opinions expressed in these pages are those of the respective writers and contributors, and should not be considered the official policy of any government or institution, unless otherwise noted. ■

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Protocollum

What's In a Name?

By Eric Jager

Protocol is an exacting system of rules and customs that have evolved over the course of many years. It is believed that protocol has been observed since the Egyptian era when hieroglyphics were used to record the social exchanges among repre-

sentatives of various tribes, nations and rulers.

The actual word "protocol" can be traced to two Greek words, *proto* meaning "first" and *kolla* defined as "glue". *Protocollon* (also spelled *protokollon*), a subsequent Greek combination of the two words, is translated to mean "the first glued in", and commonly referred to the front sheet attached to a papyrus roll. In the late Roman Empire, the Greek *protocollon* was adapted into

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Sadat. When the breakthrough came, Carter was not only emotionally but physically relieved: those negotiations had gone on in virtually full view. By contrast, the Israeli-Palestinian agreement was announced after long secrecy, and only the signing ceremony would allow the public a glimpse of the process. For Clinton, the agreement had fallen from the sky. There had not even been a great expenditure of prayer for this manna: it had just descended. Like all new Presidents, Clinton had assumed burdens, such as the deficit, not of his own making. With this peace, he was granted his first unanticipated boon.

The fortuitousness of the “gift” is that it gives him more than an unexpected foreign-policy triumph: it also elevates his Presidential image at precisely the time he needs to deploy it on behalf of domestic policy. “It is part of the process of reflating that has been going on for months now,” a Presidential aide says.

Within the White House, the President’s aides were consumed with the precise design of the tableau. It was plotted second by second, step by step, gesture by gesture. Rahm Emanuel, a Presidential assistant, was designated chief impresario. He had been the campaign finance director and co-chairman of the inaugural committee, and was now the White House political director. But other qualifications were perhaps more immediately relevant to his new assignment. When he was born, he says, his father, who had fought in the 1948 War of Independence as a member of the Irgun underground, named him for the last Israeli soldier to fall in that war’s battle for Jerusalem. (The Irgun, a terrorist group, merged into the Likud Party, which is the party that presided over Israel for fifteen years before the election of Rabin.) During the Gulf War, he volunteered for the Israeli Army, served on the northern border in Qiryat Shemona, repairing brakes for tanks and trucks, and was subjected to bombard-

ments of Katyusha rockets from Lebanon.

The first thing Emanuel did to prepare for the signing was to screen tapes of the post-Camp David Ceremony. Carter, Begin, and Sadat were seated at a long table, with Carter in the middle,

“Everyone knew instinctively from the start... the lasting image must be a handshake.”

separating the two former antagonists. When they spoke, they spoke from their fixed positions. There was no movement: everyone stayed where he was. For the new agreement, Emanuel and the other aides wanted motion that would create momentum toward a climax. (The choreographer of the new peace had turned down a scholarship from the Joffrey Ballet School.) Everyone involved in the planning knew instinctively from the start that the climax — the lasting image — must be a handshake.

The President’s aides gathered on Saturday in George Stephanopoulos’s office to enact it themselves. They rose from their chairs and were standing in positions that they had taken without any forethought, which simply reflected where they had sat when they entered the room. Will Itoh, the executive secretary to the National Security Council, was on the right — in Rabin’s position. John Podesta, the President’s staff secretary, was in the center — in Clinton’s. And Rahm Emanuel was on the left — in Arafat’s.

“Wait a minute!” he objected. “I’m switching. I’m playing Rabin. I’ve earned the right to be Rabin.”

“No,” said Mark Gearan, the communications director, who was playing

Warren Christopher. “This is about understanding.”

Emanuel looked around the room for allies. “This is about bringing down walls,” said another Presidential aide.

“All right,” said Emanuel, conceding defeat.

But then, how to stage the handshake?

The three actors stood awkwardly, trying to figure out this most delicate piece of political theatre. Rabin could not be forced to shake hands. No one could coerce the actors. The handshake had to appear natural. Yet, clearly, the President, as master of ceremonies, was responsible for making it happen. After some tentative handshaking, Podesta had an epiphany: Clinton should first shake Rabin’s hand, then Arafat’s. And then Podesta, illustrating, lifting up his arms in what one of those present called a “benediction-like gesture,” and said, “If you stand back and move your hands out, that will create natural space.” Eureka!

The next day, Yitzhak Rabin was interviewed on CNN’s “Newsmaker Sunday.” “So,” asked Frank Sesno, “do you shake Mr. Arafat’s hand?”

Rabin answered, in his gravelly voice, “If it will be needed.”

Back at the White House, aides scurried around in search of the right chair for the peace table. Unlike Camp David, there would be only one chair. Each signatory would sit in it, by turns. The movements from the podium to the chair were calculated to show that the participants were going to the same place. It was important that the chair have a low back. It would be in the center of the picture, and its top must not block the shot of the clasped hands. The camera angle would be slightly elevated, just in case. Eventually, an aide found an upholstered chair with a low back in the residential wing of the White House, and it became the inconspicuous crucial prop.

President Clinton was so excited about the event that he awoke at three

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in the morning, read the Book of Joshua, and inserted scriptural passages in his speech. A few hours later, he rehearsed his movements with his aides, including the gesture that might prompt the handshake. He showed off his tie, decorated with trumpets — a sartorial reference to Jericho.

The day's events had been programmed in a single-spaced, twenty-seven page script. The ceremony began with the entrance of Tipper Gore. Clinton was the last to enter, with Rabin on his right and Arafat on his left. Underlying the movements on the platform was a deliberate narrative structure: Clinton, Shimon Peres, and Mahmoud Abbas were followed by the signing by four foreign ministers. Each moved from his standing position to sit in the chair. John Podesta handled the documents and the pens. When Warren Christopher finished signing, Podesta pushed the chair forward to set the shot.

Rabin was facing the crowd, but Clinton drew his attention by offering

his hand. Rabin shook it. He had now turned and was facing the President — and Arafat. Clinton swivelled to shake Arafat's hand. Without pausing, he took a half step back while raising his arms, silently coaxing Rabin and Arafat together. Arafat stretched out his hand. Rabin tilted his head slightly, hesitated for a split second, and then, feeling the inexorability of the moment, extended his hand, too. Thus, they shook. Now that they had been drawn closer together, an open Clinton hand appeared behind each man's back. Click-click-click! And Clinton withdrew his hands, applauding in approval. The crowd rose in an ovation. Arafat did not end his hand shaking: he walked toward the Israeli side, shook Shimon Peres's hand, and then shook everybody else's.

After Rabin and Arafat spoke, Clinton led them down the platform toward a grand receiving line — a progress that had been carefully arranged by the President's aides to make points about the difficult process that lay ahead and the history that flows through it. The first person that they encountered was

Madeleine K. Albright, the United States Ambassador to the United Nations, whose presence symbolized the international aspect of the peace effort. Next stood the bipartisan congressional leadership: Speaker of the House Thomas Foley, House Majority Leader Richard Gephardt, House Minority Leader Bob Michel, and Senators Alan Simpson and Wendell Ford, the Republican and Democratic whips. The message: support here knows no partisanship. Then the hands of Vice-President Al Gore, Tipper Gore, Leah Rabin, and Hillary Rodham Clinton were shaken. Stationing Mrs. Rabin between the Vice-President's wife and the First Lady was a deliberate statement about United States commitment to Israel: what borders could be more secure?

Then came Jimmy Carter and George Bush. Of the five living former Presidents, none has a higher standing today than once discredited Carter. Now, in the line, he represented not only the peace process but a lost opportunity: fifteen years before, when he helped Egypt and Israel reach an accord, the Palestinians might have made a separate peace. Begin had grudgingly offered a tentative proposal for Palestinian autonomy over a five-year period. But the Palestinian Liberation Organization had clung to its alternative plan: the destruction of Israel. The P.L.O. defined itself by its romantic dream of armed struggle. Failure after tragic failure was required to reduce the P.L.O. to a condition of near-extinction, so that in Gaza and on the West Bank the moral glamour of its more secular revolutionary ideal was finally supplanted by that of Islamic fundamentalists incited and funded by the Iranian mullahs. The P.L.O. had brought into being a chiliastic fervor that was easily appropriated by religious fanatics, to whom the end of days has naturally uplifting logic. Peace, the one earthly thing the P.L.O. had not tried, was its ultimate, desperate gambit, which was why, finally, Arafat was now shaking Carter's hand at the White House.



Paul Hosefros/NYT Pictures

Israeli Prime Minister Yitzhak Rabin, left, shaking hands with P.L.O. Chairman Yasir Arafat, at the White House as President Bill Clinton looks on.

This was George Bush's first return to the White House since he left office. Waiting in the wings to make his entrance during the ceremony, he referred to himself as "ex, ex, ex, ex." His early, blundering intervention in Israeli politics had helped elect Yitzhak Shamir, whom he then spent years trying to defeat. Only Rabin, not Shamir, would have been willing to risk peace. War was the health of the Likud. Bush's tactics merely turned both Israeli and Jewish-American public opinion against him. After Labor ousted the Likud in last year's election, Israel was poised for a shift. The country was stronger than it had ever been in relation to the P.L.O., but that was because the P.L.O. had become so feeble. If Israel did not sign an agreement, it might not for another generation or two have a negotiating partner. Now Rabin shook Bush's hand. In the Gulf War, Bush had contributed to the further isolation of Arafat, who, with an unerring instinct for defeat, chose to align himself with Saddam Hussein. Now Saddam's humbled ally shook Bush's hand.

As the line turned, the leaders faced the Arab foreign ministers and the Israeli Ambassador to the United States, Itamar Rabinovich — all of whom will play key roles in the negotiations to come. Among them stood the crafty Prince Bandar, the Saudi Ambassador to the United States, in white flowing robes. During the Gulf War, the Saudis had summarily cut off funding for the P.L.O. when it impotently lined up against them. Now the Saudis would be essential in underwriting the nascent Palestinian state. Arafat shook the hand of the man with the petrodollars.

Finally, Clinton introduced Rabin and Arafat to his daughter, Chelsea, standing amid a group of Israeli and Palestinian children who had camped together in Maine over the summer in a venture promoting good will. Clinton showed Rabin and Arafat how to pose holding up T-shirts that read "Seeds for Peace." And then the three disappeared

into the White House.

Out on the South Lawn, the heads of Arab-American and Jewish organizations were deliberately mixed together in the seating. "People asked if there would be an Arab section and a Jewish section," James J. Zogby, the president of the Arab American Institute, says. "Well, there was this section for both of us. As you came, you sat. We were all caught up in the emotion of the day and the fact that you couldn't believe that it was happening. Leaders from various Jewish groups were coming up to me saying, 'Can I get my picture taken with you?' I wanted Arab-Americans to meet Elie Wiesel. By the end of the day, there was a warming process. In the three hours we sat on the lawn, the ice melted. It wasn't that work was going to stop. It was a new kind of work. It wasn't one versus the other. When the two hands were shaken they were validating on the stage what we had come to feel. The first thing that caught my eye, at the moment I watched the hand come out and waited for it to be accepted, at the moment it touched, was that people erupted, came out of their seats, looked at each other. Jewish guys sitting on each side of me grabbed for me. From that moment on, through the rest of the day, there was a physical embracing. We were being Semites with each other."

Along with many Jews, Zogby (whose Washington office was once bombed) hopes he is being a realist. "There will be bumps on the road, of course," he says. "There are rejectionists on both sides. But they can't come together to oppose. They can find no consolation in each other. Those of us who favor it can now come together. If it was no more than that one moment, that was enough to keep me going. I hope people will now know that I am not the enemy." After the ceremony, he wrote Rahm Emanuel a thank-you note. ■

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Sandra J. Ausman, Los Angeles County Chief of Protocol

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and tourism to the economies of cities, counties and states continues to grow. It is, therefore, vital that all levels of government encourage new and deepened relationships with international partners as an additional method to promote economic vitality. Protocol — an expression of respect, welcome and hospitality — is an incredibly potent tool for building the goodwill which leads to good business."

"The response has been tremendous," reported Los Angeles County Deputy Chief of Protocol Ginger Barnard, "for this is a unique opportunity for us to exchange views and develop constructive ways to work together for the benefit of our respective constituencies."

The first two Conferences, held in 1983 and 1988, were hosted by Mayor Edward I. Koch in New York City. Gillian Martin Sorensen, presently United Nations Under Secretary General, but earlier the N.Y.C. Commissioner for the United Nations and Consular Corps, is credited with developing the National Conference on Consular Relations and Protocol concept. In her 1988 opening remarks, she noted that, "[Protocol] is not a frivolous matter, but, really a central matter to [any jurisdiction that has] the hope of being visible [and] important on the international scene." ■

Working Together

The Protocol Advantage

By Douglas A. Thomas

An unprecedented number of protocol professionals gathered in Washington, D.C. on October 4th and 5th, 1993 to learn and network with colleagues from around the country. Sponsored by the Protocol Resource and Operations Service, *The Protocol Advantage* brought together over 175 protocol professionals — representing the federal government, local governments, the military, as well as major corporations, not-for-profit institutions and special event entities — for an intensive two-day conference.

In his greeting to the conference, President Bill Clinton wrote, "*The Protocol Advantage* is a wonderful opportunity for each of you to gain valuable knowledge and exchange innovative ideas about domestic and international protocol operations."

"Our objective," said organizer Jonathan R. Moller, "was to bring protocol officers from many diverse jurisdic-

tions together, not only to meet one another, but to learn and benefit from each other's experiences." With that in mind, a distinguished group of 'protocol masters' was enlisted to provide advanced instruction and review of the skills necessary to plan, organize and execute protocol events.

At one of the first seminar sessions, Ambassador Selwa Roosevelt, U.S. Chief of Protocol from 1982 through 1989, used the opportunity to discuss the functions of the United States Office of Protocol and, in particular, the role that she played in President Ronald Reagan's foreign policy apparatus. While America's longest serving Chief of Protocol joked that her job often required her to "deal with form over substance," President Reagan once remarked that "form and substance are opposite sides of the same coin."

Another principal presenter was Robert W. Frye, Chief of Protocol of AT&T. Having handled over 5,000 major international projects in his thirteen years as AT&T's protocol guru, Bob Frye led a series of in-depth sessions designed to ensure that "everyone fully understands that protocol is a multi-dimensional, multi-disciplined activity with a single focus: to create and control an environment that allows for the free and

open exchange of information for the purpose of resolving issues and building relationships in international business and diplomacy."

Other speakers included Marina Ashton, Director of Corporate Markets -

"The Protocol Advantage is a wonderful opportunity for each of you to gain valuable knowledge and exchange innovative ideas about domestic and international protocol operations."

— President Bill Clinton

The Colonial Williamsburg Foundation; Roger E. Axtell, author of *Do's and Taboo's Around the World*; Catherine Fenton, Social Secretary - Embassy of Japan; Edgar P. Kley, Director - Pinkerton Risk Assessment Service; Richard Lillybridge, Manager - Copenhagen Stationers; Kathleen McCann, President - Kathleen McCann Calligraphy; Anna O'Brien, Chief of Protocol - Organization of American



Gail Hannigan/PROS

Ambassador Selwa Roosevelt, U.S. Chief of Protocol (1982 - 1989) addressing *The Protocol Advantage*.



Gail Hannigan/PROS

Fred DuVal, U.S. Deputy Chief of Protocol, left, accepting a congratulatory gift for Ambassador Molly Raiser on the occasion of her confirmation as Chief of Protocol of the United States from Jonathan R. Moller, Executive Director of the Protocol Resource and Operations Service. The silver ceremonial beaker was presented on behalf of all the assembled protocol officers.



Gail Hannigan/PROS

Richard J. Gookin, left, U.S. Associate Chief of Protocol sharing a casual moment with Larry Dunham, U.S. Assistant Chief of Protocol - Accreditation

States; M.P. (Spike) Spigener, Chief of Protocol - United Technologies/Sikorsky Aircraft.

With participation so great, *The Protocol Advantage* was deemed an outstanding success by conferees and organizers alike.

"The scope was fabulous — just what our folks needed!", said Sandra J. Ausman, Los Angeles County Chief of Protocol.

Lt. Col. Clarence Johnson, the Protocol Director at Andrews Air Force Base summed it up this way — "The Protocol Advantage was right on target. It was fast paced but left time for the questions that, until this seminar, went unanswered." And, Anne Beddow, Director of Olympic Family Relations for the Atlanta Committee for the Olympic Games, put it simply, "The speakers and subjects were terrific."

"When I conceived this event," said Moller, "I envisioned forty colleagues getting together for an initial program that would establish the corner stone for a growing protocol network. Instead, the response was overwhelming. While it was unfortunate that because of space limitations we had to turn people away, it is clear that this is an idea whose time has come." ■



Gail Hannigan/PROS

Roger Axtell, left, author of *Do's and Taboo's Around the World*, exchanging some thoughts with Robert W. Frye, AT&T's Chief of Protocol.

Staying Healthy

Pointers for Maintaining a Positive Attitude (or Looking Like You Have One)

By Jim Peterson

One of the most difficult challenges for a protocol professional is maintaining a positive attitude through long, 15-hour days filled with conferences, receptions, ceremonies and dinners that can generate high levels of stress; it's not easy, after all, to be "on" and "up" endlessly. Protocol officers have good days and bad days, just like everyone else. Yet, we are always expected, we might even say required, to be on time, unruffled, unrelentingly energetic and cheery.

That is a tall order, particularly when you consider that many protocol professionals must perform that kind of grinding schedule routinely, day after day without a break. We serve at the pleasure of our principal and when we are needed we must be there without regard to our personal or family schedules — a circumstance that can lead to additional stress.

So, what can we do to ease those pressures and to keep our outlook healthy and positive?

Think positively. That's an overused statement, I know, but no place is it more appropriate than in the field of protocol. You have got to get yourself to feel "up" consistently. Make a point of gauging your emotions and attitudes first thing in the morning. If you know you are not at "100 percent" then try to compensate for that. Make a conscious effort to greet and deal with others positively and genially even at the risk of having your actions appear excessive. Just being aware that you are working to overcome a less-than-perfect mood will help. At the end of each day, review how you have done for that day and learn from your mistakes and successes.

Make time for yourself. One of the hardest things in the protocol business is finding time for yourself. To be most effective at your work, you must make that time through wise and intensive time management. Take advantage of any free time, whether it is part of a day or a longer block of time, when the level of work is less demanding. In protocol work you can go through weeks of dawn-to-dark operations and then find yourself with a week or two of hardly anything happening. Use that "down" time! Accomplish personal chores and do things that you find rejuvenating. Take a short vacation. If you cannot bring yourself to do that, at least use the time to "order your desk". Clear the "deck" so you can be ready to tackle your next assignment, at ease and refreshed.

Health & exercise. Both are particularly important to anyone who is in a job rife with stress. Pay attention to your health; establish sound eating and sleep patterns and practice regular preventive care. If you do get sick, find a doctor you can rely on for prompt and effective treatment. Exercise regularly, even if it's only a ten-minute walk each day. In short, take good care of yourself. If you do not, it will certainly affect your performance.

Evaluation. Self-assessment in this business, I think, is critical. Evaluate the quality of the work you do. In addition, ask someone else, perhaps your principal, to critique your performance. Recognize your strengths and weaknesses so that you can have satisfaction of seeing your own progress and can capitalize on your best efforts and abilities. ■

Johan Jørgen Holst (1937-1994)

World Mourns the Loss of Norwegian Statesman

By Florencia A. Masri and Anne-Marie Szoni

On January 13th, the world mourned the death of Norway's Foreign Minister, Johan Jørgen Holst. Although he had held the ministry post for less than ten months, the highly regarded diplomat played a critical role in engineering the historic Israeli-Palestinian peace accord which was sealed with a handshake this past September in Washington, D.C. on the White House Lawn. Holst's strong initiative in the Middle East peace process earned him immediate international acclaim; for his achievements, he was recently nominated as a candidate for the Nobel Peace Prize. Mr. Holst, who had been hospitalized in November for treatment of exhaustion and again in December after a speech-impairing stroke, suffered a second stroke in January that led to his death. He was 56 years old.

Leaders from all over the world paid tribute to the late Minister, noting his international stature as an academic, politician and diplomat. In particular, Israeli and P.L.O. leaders praised his contributions to the agreement between them designed to permit limited Palestinian self-rule in the Gaza Strip and Jericho area of the West Bank. Holst's personal efforts are credited with opening up prospects for a new era of peace and harmony in the region after decades of strife and suffering. Israeli Prime Minister Yitzhak Rabin said that Holst will be remembered as the man who succeeded in laying the foundations for peace in the Middle East. Israeli Foreign Minister, Shimon Peres, added that it was Holst's ability to gain the confidence and trust of both parties during the secret talks which were held in Norway, that led to the positive result.



Johan Jørgen Holst

P.L.O. Chairman Yasir Arafat called Holst "a great peacemaker who engraved the name of Norway in the book of world peace."

In his own words, Holst had said the key to the success of the peace talks was the establishment of a relaxed, friendly tone between the parties. "We tried to design a format which would bring the conflict down to a human scale and create a human atmosphere."

While disputes over border control and the security of Jewish settlers and Arabs in the occupied territories have delayed complete implementation of the agreement, U.S. Secretary of State, Warren Christopher, expressed the hope that the spirit of peace and cooperation that Holst embodied, would spur the two sides into completing the process; "History will record the essential part that Johan Holst — and

Norway — played in helping to turn the Middle East from a cauldron of hostility into a cradle of hope. ...Yet Johan Holst was modest about his role. He said that he had only grasped the baton that was passed to him. And he knew that the agreements reached in Oslo and Washington were a beginning, not an end. To do his memory justice we must grasp that baton and carry it through to peace."

Johan Jørgen Holst was born November 29th, 1937 in Oslo. He studied Russian and graduated from the Norwegian Army Language School before earning a bachelor's degree in government from Columbia University in 1960 and a master's degree in political science at the University of Oslo in 1965. His career included many positions in government and academia. He worked as a research associate at Harvard University, the Norwegian Defense Research Establishment and the Hudson Institute before an appointment at The Norwegian Institute of International Politics. In 1976, for the first time, Holst was appointed to government position as State Secretary in the Ministry of Defense. He served as Deputy Foreign Minister from 1979-1981 and then returned to The Norwegian Institute, this time, as its director. From 1982 until 1986, Holst served as leader of the European Movement. In 1986, he was appointed Defense Minister, a position he held until 1989, when the Labor Party lost the election, and again in 1990 when Labor returned to power. He remained as Defense Minister until April 2, 1993, when he was appointed Foreign Minister.

He is survived by his wife and son and by four children from a previous marriage. ■

THE WORLD: InBRIEF

Norway

Business Customs and Practices

Excerpted from *THE WORLD: InBRIEF* series of country profiles.

A Norwegian adage holds that if you want to wish a fisherman good luck, you spit after him. Norwegians are very fond of stories and folk superstitions and are proud of their Viking heritage. They are also a very industrious nation. Terms such as “hard-working” and “self-reliant” are often used to characterize the Norwegian people. While the population can put aside personal interests for the common good, it is well-known to like having its own simple pleasures in life.

Norwegians are typically reserved in their demeanor. Business dress is conservative, though fairly casual. Men can wear sport jackets, but should always wear ties. Women may wear suits, dresses or dress slacks. If invited to dinner, men should wear business suits; women should wear the equivalent. Women will not feel uncomfortable doing business in Norway where females are respected in all areas of commerce and government.

Men are often addressed by their last names; the use of first names is reserved for close friends. When being introduced, it is customary to offer a brief, but firm handshake. Avoid putting an arm around another person, back-slapping or speaking in a loud voice. Casual touching is not in order, except among relatives and very close friends. If you are seated, always rise to be introduced. It is also wise to present a business card that includes your company's name, your position and any titles. The card should be printed in both English and Norwegian.

Norwegian business executives have a strong tradition of individual honor. If a Norwegian gives his word, one can fairly well rely on it. This is an extension

of the traditional Norwegian sense of duty to others and civic obligation. Do not confuse this behavior pattern with naiveté, as the typical Norwegian has keen business sense. An extremely high value is placed on punctuality and precision; if an appointment cannot be kept, it is common courtesy to cancel or postpone by telephone.

Norwegians are often impressed by the display and knowledge of state-of-the-art technology. However, an overbearing manner will have a negative impact on negotiations. A reserved and respectful manner will work well. Furthermore, displaying even the most basic knowledge of Norwegian politics, art, society, culture, literature and economic conditions will do wonders in advancing the ordinarily slow pace of developing business relationships.

Language differences should not pose a barrier to doing business. Most Norwegians understand and speak English well. However, if Norwegians seem abrupt, it is often because they are unaware of subtleties in colloquial English. In negotiations using visual presentations can produce the best results since Norwegians find them appealing and easy to comprehend. Distribute copies of materials only to those who make decisions. Note, however, that decisions are often made at a much lower level than they are in the United States.

If invited to a Norwegian home for dinner, bring a small gift of flowers or a box of chocolates for the hostess. A dinner party begins with an appetizer (usually a delicacy such as smoked or cured salmon, fjord shrimp, or a small meat salad) or soup, accompanied by white wine. The main course is usually meat, fowl, or fish — roast beef, reindeer, goose and pheasant are common — served with boiled potatoes and vegetables and sometimes a salad. Fresh fish is a common entrée, along with these national specialties: *gravlaks* (salmon cured with

dill); *sild* (herring); *kokt torsk* (poached cod); *reker* (fjord shrimp); *fiskepudning* (fish pudding with bread crumbs and cream); and *torsk med eggesaus* (poached codfish steaks with egg sauce).

Start your meal with small portions, because it is considered rude not to finish everything on your plate. Your hosts will understand, however, that the local foods might seem strange to you and will not be insulted if you do not finish a portion of a dish after tasting it. To show you are finished, cross your utensils in the middle of the plate.

When dining, the host and hostess will sit at opposite ends of the table. The female guest is usually seated at the left of the host and the male guest is seated at the left of the hostess. It is not proper to begin eating until the host or hostess does. Dinners often last several hours because of the many courses served. It is considered impolite to leave immediately after dining. Norwegians eat continental style, with the fork always in the left hand. You will also notice that Norwegians will use a knife and fork to eat their famous Scandinavian open-faced sandwiches.

Dinner-table talk commonly includes hobbies, politics, sports (especially cross-country skiing), travel and the Viking heritage. Avoid personal matters such as employment, salary and social status.

Toasting is common and the phrase “for good health” is *Skool*. The national drink is *aquavit* (from the Latin *aqua vitae*), meaning “water of life.” This clear potent liquid, derived from potatoes, is usually served cold and is sipped alternately with beer. Drinking should be moderate. The laws in Norway with regard to driving while intoxicated (DWI) are strict; it is sensible to designate as the driver an individual who will abstain from consuming alcohol.

In Norwegian culture certain numbers have a superstitious component and their use should be avoided. The

Continued on page 15

In the Spotlight — Protocol Offices & Officers

Non-Profit Model

The Houston International Protocol Alliance

By *Andrea Holberg*

In 1993 the Houston International Protocol Alliance (HIPA) celebrated its tenth year of service as the office of protocol for the City of Houston. Our organization's responsibilities include those any protocol office might have: we are the City's link to the local consular corps, the City's official host for foreign dignitaries of the rank of ambassador and higher, the administrator for Houston's twelve sister-city relationships; we advise the mayor, City Council, City officials and the community-at-large on protocol and international issues. We are not a department of the City government, but rather, a 501c(3) organization as defined by statute, having all the attributes of a non-profit organization: articles of incorporation, by-laws, and an advisory board.

Traditionally, Houston has a well-deserved reputation for warm hospitality, and certainly the need for a formal protocol authority had been recognized by our City government for decades. In the early 1980's, a very small protocol department in the mayor's office and a protocol committee composed of representatives of Houston's internationally active organizations, as well as the Institute of International Education, handled the many protocol duties for the City. But the need for a more coordinated and centralized approach to protocol and international interactions led to the development of HIPA in 1983. Its size and responsibilities have grown ever since.

The advantages of an office that is devoted exclusively to protocol are many, especially for any city like Houston that

hosts thousands of foreign visitors annually, is a center for global trade and has the potential for enormous growth in international commerce. In earlier days, dollar-a-year aides at City Hall and volunteers had to assume a huge protocol work load, together with other unrelated responsibilities. Now, our staff members are all full-time employees charged solely with protocol functions; Houston has the benefit of a dedicated, well-trained and professional staff that is always available for the demands of any visit or event.

The independence of HIPA from the mayor's office also ensures a certain degree of political independence for the staff. With mayoral terms running just two years in Houston, a protocol position filled by political appointment could be disastrous for the City; with each administration making new appointments, the result would be a lack of staff continuity. (Of course, even as an independent entity, we must accept each mayor's vision of Houston's international role and we must work to achieve it.)

Another advantage lies in the broad and varied composition of HIPA's advisory board. It was originally composed of the heads of the most prominent internationally-oriented organizations in the city which had all been involved in the protocol committee that preceded HIPA's creation: the Institute of International Education, the Greater Houston Convention and Visitor's Bureau, the Greater Houston Partnership, the Port of Houston Authority, along with the mayor. In 1992, this board was expanded to include the African-American Institute of Houston, the Asia Society of Houston, and the Houston Hispanic Chamber of Commerce, reflecting Houston's growing international interests. In a mutually satisfying arrangement, these organizations support HIPA's activities and HIPA, in turn, assists them with their protocol concerns.

Funding is another area that is facili-

tated by our non-profit structure. For ten years, HIPA was funded by a contract with the city of Houston, using a very small fraction (less than 1%) of the hotel/motel tax revenues. This not only allowed the City Council to have input into the operations of HIPA, as the Council had to approve the contract annually, but it also removed protocol from the general City budget and eliminated the need for any City department or the mayor's office to carve out protocol funding from an already-tight budget. This was vital to HIPA's survival during lean financial times for the City of Houston, since money for gifts and entertainment of visiting dignitaries can appear to be non-essential when compared to salaries for police and fire-fighters. Since the hotel/motel tax also funds the Greater Houston Convention and Visitors Bureau (GHCVB), HIPA merged with GHCVB in mid-1993, streamlining administration for the City, as well as for HIPA. (Prior to the merger, it was difficult for HIPA as a small organization to obtain everything from suitable office space to health insurance for the staff and to deal with the administrative burdens of accounting and payroll.)

Finally, as a non-profit organization, HIPA is tax exempt and is able to accept donations. Donations are a key to our city's strategy for hosting events in honor of visiting dignitaries. For a luncheon, dinner or reception for a chief of state or head of government, HIPA approaches the corporate community for underwriting. The corporations' contributions are tax-deductible, which encourages generosity, and the City has the benefit of an appropriate event without expending tax dollars.

HIPA takes great pride in its contribution to the City of Houston and the success of its protocol operations. ■

Andrea Holberg is the Director of Protocol Affairs at the Houston International Protocol Alliance.

Derussification Continues

Ashgabat and Almaty

By Angela M. Bottom

Turkmenistan and Kazakhstan, like other non-Russian former Soviet republics, are continuing the process of changing names from Russian to native-language forms. Turkmenistan's supreme soviet (on April 17th, 1992) decreed 45 new spellings for the names of provinces, districts and towns including Ashgabat, the capital city, to reflect Turkish pronunciation. Kazakhstan's constitution, (adopted January 28th, 1993) contains the new spelling of the capital; Almaty is a closer transliteration of the Kazakh language name of the city, long rendered in Russian as Alma-Ata. The U.S. Department of State has adopted the native-form names of the capital cities for official use: Ashgabat, Turkmenistan and Almaty, Kazakhstan. ■

Angela M. Bottom works for the Office of The Geographer, Cartography Division, Bureau of Intelligence & Research, U.S. Department of State.

Taiwan to Drop Visa Requirement for Some

Starting in February 1994, citizens of the United States and 10 other countries have been allowed to enter Taiwan without a visa for visits up to five days, not including the day of arrival. American, Australian, Belgian, British, Canadian, Dutch, French, German, Japanese, Luxembourg and New Zealand citizens must, nevertheless, hold a valid passport with six months of remaining validity. ■

Focus On...

Dorothea Johnson

Shaking Hands Internationally

We notice persons nonverbally by their touch, and the main way we touch someone in business here and abroad is with a handshake. You are judged by your handshake far more than you know, and far more than you realize, you unconsciously judge others by the way they shake your hand.

When extending your hand, do so with your thumb up and out so that the other person can make good contact. If you extend your hand with the thumb down and fingers curled, you cannot connect web to web. Handshakes should always be given vertically. Shake hands from the elbow, not the wrist or the shoulder. Shake hands firmly and with only one squeeze. Do not pump up and down; one pump only.

Throughout the world a handshake is appropriate in a business relationship. In certain cultures, a handshake may even progress to embraces and kisses on both cheeks.

Outside of the United States, protocol dictates that you shake hands with everyone in a group. Do not stop halfway through even a crowded room with a "hello everyone" wave to the rest. This is considered a rejection of those you omitted, and everyone takes notice.

Shake hands on arrival and departure. The grip is firm, never hard. However, in some cultures it will be lighter. Avoid the "dead fish" handshake, which is universally unpopular.

Described below are some handshakes to avoid here and abroad or you will find yourself in the "Handshaker's Hall of Shame!"

The Bonecrusher

This is an aggressive handshake that

is very difficult to counter without demeaning yourself. It is the trademark of an aggressive person who is insecure. Yes, women use this handshake too, even though it is mostly used by men.

The Fingertip Holder

The initiator of this handshake lacks self-confidence. The aim of the fingertip holder is to keep the receiver at a distance. If this is a woman, her message might be, "Now I know I'm supposed to shake hands, but I want you to know, I'm still a lady." When a man takes hold of a woman's fingertips or gives her a limp handshake, it shows his inability to deal with a woman on a professional level. As a general rule you can deflect the fingertip holder by holding your thumb up and pointing your fingers straight ahead. Pointing your fingers downward is an invitation to someone to grab them.

Be aware that a physical disability may affect how another person handles a handshake. The person could be suffering from arthritis or some other physical ailment. For example, Senator Robert Dole's right hand is withered from a war injury. He shakes with his left hand.

The Glove Handshake

This handshake is also referred to as a politician's, a minister's or sympathy handshake. It appears condescending when the initiator turns the recipient's hand over horizontally rather than vertically. This two-handed clasp should only be used with those you know well. It is not appropriate in the business arena.

International Handshaking Customs

In the business arena in the United States, it does not matter who offers a hand first, although the person who extends a hand first has an advantage. That person is establishing control, taking the initiative, being direct... all pluses in the business arena. The woman who extends her hand immediately elimi-

Continued on page 13

Do's & Taboos

Roger Axtell

The Fine Art of Toasting

Ask the average American for thoughts about toasting and the answer will probably be, “Yeah... we do that on New Year's Eve. Oh, and at weddings the best man is expected to offer a toast to the newlyweds.”

That pretty accurately sums up the American view of a time-honored practice that even Atilla The Hun probably knew and used.

However, we Americans aren't the only inexperienced culture when it comes to the ancient art of toasting. Alan Fredricks, editor of *Travel Magazine*, reports that at the conclusion of an elite dinner in The People's Republic of China several years ago, his Chinese host rose, lifted his glass in a toast to his audience and said, “Thank you for coming. Now go home.”

Protocol professionals know better. They know that a well-crafted toast, presented at just the right moment, can convey messages of sentiment or subtlety that might be remembered for years to come.

They also know that when a visiting dignitary delivers such a memorable toast, and you the protocol officer have failed to provide your principal with a response, it can rival stumbling through the “Gates of Hell.”

There are four basic ingredients to good toast-making:

- **When** to make the toast,
- What one or two word toast is customarily used in the *language* of your guests or hosts,
- Which *gestures* might accompany the toast, and
- How *involved* should a toast be.

The *when* is answered rather quickly and easily. In most situations, the gener-

al rule is that the host goes first and the guest responds. However, it's best to agree in advance with your protocol counterpart on the proper sequence and timing. Most toasting is done near the beginning of a meal, but in Hong Kong, for example, toasts are offered whenever the shark's fin soup is served — often in the middle of the meal — because that delicacy is considered the apex of the meal.

As for other *languages*, a handful of single word toasts can carry you smoothly around the world: *Prosit* in Germanic countries; *Skoal* in the Scandinavian nations; *Sante* in France; *Salud* in Latin states; *Kambye* in the Orient; *Cheers* or *To Your Health* in British-influenced nations; and *Nasdrovya* in Russia and many of its former satellites.

Even these, however, require a bit of fine-tuning. *Salud* was, at one time, a political slogan of Fidel Castro, so it may be considered tainted in some Latin countries. In the Orient, *Kambye* has slightly different pronunciations (e.g. *Kampye*) but literally means “Bottoms Up!” and, in many locales, means exactly that — you are expected to drain your glass and make a show of tipping it upside down as proof.

So, even with one word toasts, it pays to verify them in advance. For example, a well-traveled member of the Pacific Asia Travel Association told me that during a trip to Japan he innocently issued an Italian toast, *Chin-chin*, only to be met with startled, blank stares. It seems that in Japan, the phrase *Chin-chin* is used to refer to a small boy's “pee-pee.”

When it comes to *gestures*, there are several tips to consider. Non-imbibers should know that it is not necessary to actually drink from the glass. A mere touch of the lips to the liquid, feigning a sip, is sufficient. Also, direct eye contact with the principal guests or hosts is appropriate and highly recommended.

Other motions and gestures can also be important. For example, the older gen-

eration in Sweden were taught rigid rules: “Begin the toast from the seventh button down on the waistcoat; lift the glass to the level of one's chin; look directly in the eyes of the receiver of the toast; nod and dip the glass; drink; nod and dip again; and then, return the glass to the seventh button.”

In Japan, a slight bow would be appropriate before the toast. And, in other parts of the Orient, supporting the bottom of the glass with the other hand is often seen. In the Middle East (if toasts are offered) and parts of Southeast Asia, always hold the glass in the right hand because the left hand is regarded as “unclean.” And, in the United Kingdom, glasses may be raised in unison in a formal toast to the Queen even if she is not present.

When it comes to more *involved* toasts, a word of caution. Unless the toaster is fluent in the local language, resist the temptation to memorize phonetic sounds of a toast. I once traveled to China with a group of highly placed business executives who insisted I impress our hosts by giving the toast in Chinese even though I knew only a dozen words. I spent a whole afternoon memorizing the Chinese equivalent for “Thank you very much for this wonderful banquet. I have eaten so much I must loosen my belt.”

I repeated what I had memorized, but since Chinese is such a delicate tonal language, the next day I learned what I had actually said, “Thank you for this lovely banquet. The girth of thy donkey's saddle is loose.”

A final reminder to the wise protocol professional; always check the vagaries of toasting to ensure that both host and guest are comfortable, prepared and not embarrassed. ■

Roger E. Axtell, a retired business executive who spent 30 years living and traveling overseas, has written five books in the Do's & Taboos series on international protocol and business customs.

Focus On...

Shaking Hands, continued from page 11

nates any hesitation a man might have in offering his.

Western and Eastern Europeans re-shake hands whenever they are apart for a period of time. It is polite to shake hands when you leave for lunch and when you return.

Shake hands with the oldest person or the one of senior rank and on down the line. The ranking person extends his or her hand first. Women shake hands with each other and with men. It is up to the woman to initiate the handshake with a man. When an American woman fails to extend her hand to a European male executive, she loses credibility.

The French shake hands in one brisk stroke. Latin Europeans and Latin Americans execute a light handshake that lingers twice as long as an

American handshake. Pulling the hand away too soon is interpreted as rejection.

In the Arab world, a handshake is rather limp and lingering. Do not pull your hand away. Take your time. Shake hands with everyone on arrival and departure.

In Eastern Asia, you will encounter variations in handshakes from country to country. Some countries incorporate bows, others shake both hands at once, others have a long pumping style.

In Japan, shake hands with a single firm gesture. Most Japanese businesspersons shake hands with visiting executives or combine the handshake with a slight bow. It is polite to return a bow with a bow.

Tips

- Spray clammy hands daily with an antiperspirant.

- Name badges go on the right-hand side of the shoulder area. When you extend your right hand for a handshake, the line of sight is to the other persons right side.
- Hold a glass in your left hand to avoid offering a cold, wet hand at parties. Your right hand is then free to shake hands.
- Shake a woman's hand here and abroad just as firmly as a man's.

No matter where your business takes you, here or abroad, never allow a meeting, business or social, to begin or end without a handshake. ■

Dorothea Johnson, Director of The Protocol School of Washington, presents corporate etiquette, international protocol and children/teen etiquette programs worldwide.

Travel Advisory

Avoiding Trouble

On March 4th, all four men accused of last year's terrorist (2/26/93) bomb attack on New York's World Trade Center were found guilty, following a jury trial. That verdict, coupled with the February 25th Hebron massacre of Muslims at a mosque and the March 1st Brooklyn Bridge strafing of a van carrying Hasidic Jews, may stimulate a new wave of terrorism directed towards U.S. interests worldwide.

Warnings issued by the U.S. Department of State, recommending deferral of all travel, presently cover: Afghanistan, Algeria, Angola, Bosnia and Herzegovina, Columbia, Congo, Haiti, Iran, Iraq, Israel and the Occupied Territories, Lebanon, Liberia, Libya, North Korea, Peru, Rwanda, Serbia and Montenegro, Somalia, Sudan, Tajikistan and Togo. Consular

Information Sheets containing more limited warnings cover: Armenia, Azerbaijan, Belarus, Burundi, Eritrea, Ethiopia, Georgia, Guatemala, Kyrgyzstan, Nigeria, Philippines, Russia, Sierra Leone, South Africa, Ukraine and Zaire. For current status, check with the Department of State/Citizens Emergency Center (202) 647-5225 from a touch-tone telephone, (202) 647-3000 from a fax machine or download information directly from the Consular Affairs Bulletin Board (202) 647-9225.

The U.S. Public Health Service/Centers for Disease Control and Prevention (CDC) has removed Kazakhstan and Pakistan from its cholera list, but made no modifications to its plague and yellow-fever lists. For additional information, access the CDC's International Travelers Hotline (404) 332-4559 or Faxline (404) 332-4565. ■

Name, continued from page 2

Latin as *protocollum*, "a volume of leaves bound together with glue, in which public acts [laws] were recorded so as to guard against fraud or error on the part of those responsible for preparing them".

Protocollum soon came to mean the process of drawing up official public documents and eventually, the documents themselves. By the nineteenth century, the French term *protocole diplomatique* or *protocole de chancellerie* referred to the body of ceremonial rules to be observed in all written or personal official intercourse between heads of different states or their ministers. It is the French use of the word that serves as the basis for the modern understanding of protocol: the code of international politeness which blends diplomatic form, ceremony and etiquette. ■

Eric Jager is an Associate Professor in the Department of English and Comparative Literature at Columbia University in New York City.

F.Y.I.

Questions & Answers

Q: Why did President Clinton choose Pittsburgh as the site of a meeting with Prime Minister John Major of Britain?

A: According to the White House, President Clinton suggested the informal setting for the February 28th meeting. It included a working dinner at Pittsburgh's scenic Tin Angel Restaurant, followed by the viewing of a fireworks display, and a short flight to Washington, D.C. on Air Force One. The unusual site was designed to recall and honor Prime Minister Major's family history. It seems that Mr. Major's grandfather, Abraham Ball, immigrated to Pennsylvania from England in the late 1860's and worked in the Carnegie steel mills and at other construction sites in the Pittsburgh area. Mr. Ball and his wife traveled to the United Kingdom in 1877 for the birth of their son, Thomas (John Major's father), and then returned to Pittsburgh. When Thomas Ball grew up here, he joined the circus and married his trapeze partner Miss Drum; their act was called Drum and Major with Mr. Ball becoming known as Thomas "Major" Ball. After Mr. Ball's wife died, he returned to Britain, remarried and had three children, the youngest being the British leader. Although he was born John Major Ball in 1943, the Prime Minister has always been known as John Major. —

Q: In New York City at the 1994 Inauguration of Rudolph W. Giuliani as Mayor, there were seven flags draped in a row on the facade of City Hall. What did they represent?

A: The two flags on either end were American flags; the ones in the middle were the flags of each borough —

Manhattan, The Bronx, Brooklyn, Queens and Staten Island.

Q: Why did U.S. Secretary of the Treasury Lloyd Bentsen make a three hour stop in Ireland on his January 1994 trip to Russia and Asia?

A: Secretary Bentsen's airplane, U.S. Air Force 26000, is one of several Boeing 707's maintained by the Air Force for use by Cabinet officers and other senior government officials. These planes, designed in the 1950's, are quite old and do not have the capability of flying to continental Europe without refueling. Therefore, the brief stop in Shannon was made to board fuel before continuing on to Moscow. Incidentally, USAF 26000 is the same airplane that brought President John F. Kennedy's body to Washington, D.C. from Dallas in November 1963.

Q: Arriving in the United States in September 1993 for the signing of the Israeli - Palestinian peace accord, Israeli Prime Minister Yitzhak Rabin

and Foreign Minister Shimon Peres were greeted by U.S. Chief of Protocol Molly Raiser, while P.L.O. Chairman Yasir Arafat was welcomed by Edward Djerejian, Assistant Secretary of State for Near Eastern Affairs. Why did the Chief of Protocol not receive both delegations?

A: The diplomatic status of Israel and the P.L.O. differ. The State of Israel is a sovereign entity and Prime Minister Rabin is a Head of Government. The P.L.O. is an organization which is not recognized as a sovereign state. Note that Chairman Arafat last entered the United States in 1974 to address the United Nations General Assembly in New York. In 1988, in order to hear Yasir Arafat speak, the United Nations General Assembly had to travel to Geneva because the United States refused to grant Chairman Arafat a visa. ■

Questions (and answers) may be mailed to Protocolllum F.Y.I., 100 Park Avenue, 18th Floor, New York, NY 10017 or sent via facsimile to (212) 316-4298



New York City Hall on Inauguration Day 1994

National Holidays of Foreign Countries

April

- 4 Senegal
- 16 Denmark, Israel (1994)
- 17 Syria
- 18 Zimbabwe
- 26 Tanzania
- 27 Sierra Leone, Togo
- 30 Netherlands

May

- 1 Marshall Islands
- 3 Poland
- 8 Czechoslovakia
- 9 European Communities
- 14 Paraguay
- 17 Norway
- 20 Cameroon
- 22 Yemen

- 25 Argentina, Jordan
- 31 South Africa

June

- 1 Tunisia, Western Samoa
- 2 Italy
- 4 Tonga
- 5 Seychelles
- 6 Sweden
- 10 Portugal
- 11 Great Britain (1994)
- 12 Philippines, Russia
- 17 Iceland
- 23 Luxembourg
- 25 Mozambique
- 26 Madagascar
- 27 Djibouti
- 30 Zaire

Source: U.S. Department of State

THE WORLD: InBRIEF

Norway, continued from page 9

number thirteen, for example, is considered bad luck; to have thirteen people seated at a table is thought to be very bad form. (This sentiment, as in general Western avoidance of the number thirteen, probably has its origins in the biblical meal of the Last Supper.)

If you are planning a business trip to Norway you will want to avoid the following holiday periods, since few Norwegians will be at work: New Year's Day, Maundy Thursday, Good Friday, Easter, Ascension Day, National Independence Day, Whit Monday and Christmas. Norway Standard Time is 6 hours ahead of Eastern Standard Time (EST + 6). ■

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