

## 基調講演

### **Investigating intercultural communication in the workplace : applied linguistics as research on, for, and with practitioners**

Daniel Perrin (AILA Vice President, Zurich University of Applied Linguistics)

This keynote is about intercultural communication in the professional workplace (Candlin, 2003). Referring to large corpora of data collected in multilingual and multicultural newsrooms, I explain how research *on* practitioners can be turned into research *with* and *for* practitioners (Cameron, Frazer, Rampton, & Richardson, 1992, 22). In doing so, I draw on two decades of multimethod research and knowledge transformation at the interface of applied linguistics and transdisciplinary action research on professional communication (Perrin, 2013).

In a globalized world, workplace communication entails the transgressing of boundaries between “discourse systems” (Scollon, Scollon, & Jones, 2012) such as linguistic varieties and languages used by people from diverse regions, professions, and societal groups. Applied linguists thus find themselves in the comfortable position of being in increasing demand outside the classroom. This means, however, that society-at-large expects us to identify and analyze socially relevant “practical problems of language and communication” (AILA mission statement, [www.aila.info](http://www.aila.info)) and to contribute substantially to sustainable solutions. Such a sustainable solution is the focus of this keynote address.

As a first step, I outline a national broadcasting company’s challenge of fostering societal cohesion in times of mediatization, globalization, and competitive media markets. I then proceed to explain why, in the specific, but typical case of the Swiss public broadcasting company SRG SSR, media policy and media management developed quite contradictory expectations of what it means to “promote public understanding”. I describe the research framework that we applied to analyze and finally solve this problem, based on principles of applied linguistics and transdisciplinary action research.

In our research on, for, and with practitioners, a detailed analysis of “local” practices (Pennycook, 2010) – intercultural workplace negotiations and writing activities – has shown how experienced journalists manage to find emergent solutions that overcome the conflict between media policy and management. I conclude by discussing measures that can bring back the experienced journalists’ “tacit” knowledge (Polanyi, 1966) to the entire media organization and society at large.

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