

Georges Lüdi, Katharina Höchle Meier & Patchareerat Yanaprasart (eds.): Managing Plurilingual and Intercultural Practices in the Workplace: The Case of Multilingual Switzerland. Amsterdam, Philadelphia: John Benjamins, 2016. viii+374 pp.

Managing Plurilingual and Intercultural Practices in the Workplace is the fourth volume in the *Multilingualism and Diversity Management* series, which presents the findings of the European Commission-supported DYLAN (Language Dynamics and Management of Diversity) project, which investigated different dimensions of multilingualism across the European Union, particularly focusing on the relationships between policy and practice. The book is made up of seven main chapters and nine sub-chapters focusing on different work contexts in Switzerland, presenting the work of ten authors. Despite some theoretical weaknesses, this volume is a timely addition to the recent body of work focusing on multilingualism in the workplace and the connections between macro/meso-level policy and micro-level practices. Considering its rich history of multilingualism and the recent increase in immigrants (now making up 21 percent of the population), the Swiss context provides an ideal research site for this topic.

The overall purpose of the book is to examine how multilingual resources are managed in the workplace and the authors take up a diverse range of contexts, including the offices of multinational, national and regional companies, factories, training sessions for the armed services, hotel service encounters, vocational training programmes for young people, as well as the experiences of immigrant women. The authors also examine a broad body of data in their multimethod approach, including national census results, legal documents, company documents and publications, websites, the workplace linguistic landscape, ethnographic interviews and audio- and video-recordings of workplace interactions.

In Chapter 1, the editors outline the context of their research and the DYLAN project, from which part of their data is drawn. Their research examined the language practices at twenty sites, including Swiss and American multinationals, as well as local and regional, small and medium enterprises covering a range of industries, and their analysis focuses on three levels: the organization's philosophy, the language measures implemented by the companies and actual linguistic practices, referred to as "communication strategies". This volume builds upon the findings of the DYLAN project which found that workers at multilingual workplaces activate a complex range of communicative resources from their plurilingual repertoires. They critique common misconceptions regarding the role of English in the multilingual workplace and point out that although English is an important resource, not everyone has to or actually does use English. In addition, when a language is used as a lingua franca it does not replace other languages but rather functions as an addition to employees' repertoires. They also stress that using plurilingual resources is not limited to merely code-switching from one language to another. Rather, they speak of "a plurilingual mode" where the boundaries of languages blur. Their findings also stress the importance of intercultural competences and how official policies often do not match actual language practices.

Chapter 2 focuses on power in the implementation of plurilingual repertoires and the editors are joined by Fee Steinbach Kohler in examining how power relations affect the mobilisation of multilingual resources in the workplace. In particular, they look into how the use of English and German for communicative efficiency can be perceived as excluding speakers of other languages. This is a particular issue in the Swiss context, where the Swiss national languages are supposed to be prioritized in the interests of fairness. However, they point out that having English as an official corporate language does not necessarily mean that English will be imposed and the authors provide evidence of the use of local languages and the mixing of languages.

Chapter 3 presents a collection of five smaller independent studies investigating multilingual practices in different workplace settings, aiming to shed light on the tensions in communicative practices at work. In subchapter 3.1, Georges Lüdi examines the language practices at a multinational pharmaceutical corporation, based on interviews and audio-recordings of interactions at work. His examples demonstrate that even when English is designated as the corporate language, it is not necessarily an “overruling language” (p. 83). Rather, he argues that there is “a localised communicative culture” (p. 85), based on person-related choice where “plurilinguaging” (p. 85) can be observed. In subchapter 3.2, Stefano A. Losa and Peter Varga analyse the language practices in intercultural hotel reception desk encounters, based on audio-recordings and ethnographic observations. Their examples demonstrate how such encounters are often collaborative in nature and plurilingual speech is used as a resource by both hotel staff and guests. Georges Lüdi examines the language practices in multi-region training sessions of the Swiss armed forces in subchapter 3.3. He concludes that the absence of clear rules governing language use result in the dominance of standard German and the minorisation of French and Italian. In subchapter 3.4, Linda Grimm-Pfefferli analyses the oral reports of Spanish-speaking immigrant women regarding their language use in the workplace. She found that all the women use a variety of language resources in the workplace, including Spanish, but all respondents felt that their job opportunities were dependent on their language skills, particularly German. In the fifth study, Georges Lüdi, Nathalie Asensio and Fabia Longhi present their findings from research conducted in hospitals with a high proportion of international patients. Despite efforts to create “migrant friendly hospitals”, they point out that often medical staff do not speak the local language, leading to serious issues regarding the use of Swiss German in both internal communication and communication between staff and patients.

Chapter 4 presents the findings of two separate studies investigating the visual representation of multilingualism in the workplace. In subchapter 4.1, Patchareerat Yanaprasart investigates how companies deal with linguistic diversity on their websites. Her findings show that although English is frequently used, it is “not used as an overruling language” (p. 170) and consideration is also given to local languages and foreign languages associated with key markets. However, despite the presence of various languages, the websites represent multiple monolingual spaces rather than the plurilingual mode seen in the other studies based on oral data. In subchapter 4.2, Georges Lüdi analyses multilingual workplace signs. His examples demonstrate that while the

choice of language used in signs can reflect a company's philosophy and corporate identity, the management of signing is shared between multiple actors, even external ones. He further argues that the production of signs can be an act of resistance and not a mere reflection or reproduction of the social structure.

In chapter 5, Patchareerat Yanaprasart investigates why linguistic and cultural diversity, as well as inclusion, are considered advantageous to businesses. First, based on an analysis of corporate documents and semi-structured interviews with "people in charge of diversity", she finds that even though diversity is commonly valued for encouraging creativity, it is difficult to define and those involved in its promotion acknowledge that there is a need to first develop an environment of tolerance and respect. Next, focusing on linguistic diversity management specifically, she argues that although speaking multiple languages is accepted as being an advantage, in many companies English proficiency is regarded as a prerequisite for promotion, in line with corporate strategy, and the presence of other languages is sometimes seen as an obstacle to smooth communication. Yanaprasart suggests that rather than focusing solely on language planning initiatives, companies need to pay more attention to managing the people who have these resources. Finally, Yanaprasart turns her attention to the management of language and culture and emphasizes the role that polyglots can play as cultural bridge builders. Their knowledge of other languages can lead to more exposure to cultural differences, which can consequently enhance cross-cultural communication. She also points out that English as a lingua franca is not a culturally neutral means of communication but is also naturally influenced by the other languages and culture(s) of the speaker. She concludes by advocating the benefits of a "multilingual inclusiveness culture" in the workplace, arguing that the use of multiple languages at work can help overcome unconscious biases and stereotyping.

Chapter 6 presents two studies investigating the challenges of multilingualism in the area of vocational education. In subchapter 6.1, Katharina Höchle Meier focuses on a vocational training exchange programme for young apprentices based in France, Germany and Switzerland. In addition to the development of work and language skills useful to the regional and international market, the young trainees were also able to gain valuable intercultural skills and Höchle Meier highlights the potential that such programmes have for developing a workforce with high-level plurilingual and intercultural skills. In subchapter 6.2, Mirjam Egli Cuenat and Katharina Höchle Meier introduce the practical pedagogical resources of *PluriMobil* (Plurilingual and intercultural learning in mobility) that teachers can use to develop school students' and instructors' plurilingual and intercultural learning before, during and after training abroad. The authors show how these resources combined with the results from the DYLAN project can help companies systematically improve and monitor their mobility activities.

The editors conclude the volume in chapter 7, arguing that the "one language fits all" model often used to promote the sole use of English should be replaced by a "plurilingual model in action", emphasizing ease of communication. Indeed, many of the studies in this volume demonstrate that English is used as an additional language, not a replacement for all other languages.

Overall this volume is very useful for researchers looking for empirical evidence of the actual (and complex) use of language in the multilingual workplace. Because of its focus on contexts where little previous sociolinguistic research has been conducted, such as the military, and because of its multimethod approach, this volume definitely adds to the growing body of work in the field. The incorporation of a section on pedagogy and vocational training in an attempt to foster future plurilingual and intercultural practices is also highly original. But perhaps it is the book's critique of the use of English in the workplace that is most noteworthy. Just because English might be stipulated as the official corporate language, this does not mean that other languages will be abandoned. As the authors convincingly illustrate, language choice in particular instances is not just governed by corporate policy but rather the situated and "negotiated frameworks of participation". Hence, English becomes just one component of an integrated plurilingual repertoire and in many cases, it is a language other than English, such as German, that plays the role of a *lingua franca*.

On the other hand, readers hoping for insights into the workplace language issues of recent immigrants from non-European language backgrounds might be disappointed. Although the range of contexts covered in this volume is broad, its focus on L1 speakers of European languages could be seen as a limitation. Furthermore, the theoretical underpinnings of the volume are open to debate. Despite the use of the term 'language management' throughout the volume, and references to Jernudd and Neustupný's (1987) work on language management theory (LMT) (p. 6), it is clear that the authors' conceptualization of language management draws most heavily on the work of Bernard Spolsky, which has been described by recent researchers as merely "a sub-concept" of the traditional agency-centred language policy and planning of the 1960s/70s (Sanden 2016), better described as a domain approach (Baldauf 2012). According to the editors of this volume, language management refers to "all the measures taken by a company concerning the collaborators' representations of language(s), the construction of their linguistic repertoires as well as their use in internal and external communication" (p. 5), which appears to disregard the agency of individuals in managing their own linguistic behaviour at work. Hence, in their view, language management is something that occurs at the macro-level of organisations or societies, not in micro-level interactions, which they argue are merely the realm of "language strategies". Thus, although the authors present many fascinating examples of actual plurilingual practices in the workplace, there is little analysis of how and why these individual practices came about or why particular company policies or strategies were implemented (or abandoned), thereby overlooking the cyclical nature of the macro-micro language connection (Nekvapil 2009). Although Lüdi does present a model of "the mutual impact" of the underlying corporate philosophy and language practices in chapter 3 (p. 70), his model gives the impression that all language management (or more precisely the implementation of covert interventions) is influenced by corporate philosophy, although a number of examples in the volume suggest otherwise. This model also gives the impression that corporate philosophy is only influenced by the communicative culture of the workplace, giving the impression that there is only one such culture, despite their emphasis elsewhere of

“negotiated frameworks of participation”. As language practices seem to be viewed solely through the lens of corporate philosophy, there is little discussion of other influences on individual micro-level language choices and in particular the norms and expectations that underlie those choices. In this respect, the LMT framework might have been able to offer better insights into the processes underlying those practices.

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István Lanstyák – Gabriela Múcsková – Jozef Tancer (eds.): Jazyky a jazykové ideologie v kontexte viacjazyčnosti na Slovensku. Bratislava: Univerzita Komenského v Bratislave, 2017. 312 s.

Recenzovaná kniha je výsledkom projektu Slovenčina v kontexte viacjazyčných spoločenstiev na Slovensku. Na projekte spolupracovali výskumníci a výkumnice z niekoľkých rôznych slovenských akademických pracovísk a niekoľkých rôznych oblastí lingvistiky a filologie. Spoločný rámec jej práce tvoril mimo jiné analytický koncept jazykových ideológií. Jazykové ideologie (ďalej JI) jsou kulturně a historicky podmíněné představy o jazyce a komunikaci. Jsou považovány za spojovací článok mezi jazykovou strukturou, užíváním jazyka a sociální realitou (Woolard, 1998), který působí normativně na jazykové jednání (Nekvapil – Sherman, 2013) a je zdrojem jazykové změny (srov. Silverstein, 1979). Recenzovaná kniha má s pomocí JI podat „obraz o postavení a fungování jazyků v rámci vzájemných jazykových kontaktů i mimojazykových vlivů“ (s. 7) na Slovensku.

Kniha obsahuje jedenáct textů, devět empirických a dvě teoreticko-metodologické studie, a glosář, který vybraných 237 JI pojmenovává a stručně definuje. Autoři empiricky zaměřených textů pojednali především o dvou aspektech postavení a fungování jazyků na Slovensku: jednak o případech jazykového posunu, k nimž v některých tamních jazykových komunitách došlo (případně nedošlo) v průběhu 20. století, jednak