

**LBRIS**

We know  
books

CARMEN ARDELEAN

**THINK TWICE!**  
**RISK MANAGEMENT – THE HIDDEN SIDE**  
**OF TRANSLATION**

SECOND EDITION

A few words about books, translations and translators  
by Bogdan Hrib

Foreword to the first edition  
by George Volceanov



**TRITONIC**

**Tritonic Books**

București – 2023

## CONTENTS

A FEW WORDS ABOUT BOOKS, TRANSLATIONS AND TRANSLATORS ...	7
SECOND EDITION IN THE AUTHOR'S WORDS .....	11
FOREWORD TO THE FIRST EDITION .....	17
INTRODUCTION .....	21
<b>CHAPTER I</b>	
RISK MANAGEMENT – CONCEPTUAL DEFINITIONS AND MAIN INFLUENCING FACTORS .....	27
<b>CHAPTER II</b>	
PHASES OF RISK MANAGEMENT .....	45
<b>CHAPTER III</b>	
FACTORS INFLUENCING RISK MANAGEMENT .....	55
<b>CHAPTER IV</b>	
OPTIONS AND TOOLS USED IN RISK MANAGEMENT .....	63
<b>CHAPTER V</b>	
TRANSLATION AS A PROJECT .....	73
<b>CHAPTER VI</b>	
DEALING WITH RISKS IN TRANSLATION .....	87
<b>CHAPTER VII</b>	
CREATIVITY, EXPERIENCE AND DECISION-MAKING AS POTENTIAL RISK FACTORS .....	99

## CHAPTER VIII

THE RELIABILITY OF RISK MANAGEMENT IN PRACTICE .....	111
------------------------------------------------------	-----

## CHAPTER IX

ARTIFICIAL INTELLIGENCE - FRIEND OR FOE? .....	121
------------------------------------------------	-----

## CHAPTER X

FROM RISK MANAGEMENT TO RISK GOVERNANCE .....	131
-----------------------------------------------	-----

## CHAPTER XI

BY WAY OF A CONCLUSION .....	139
------------------------------	-----

BIBLIOGRAPHY AND REFERENCES .....	149
-----------------------------------	-----

### TABLES AND FIGURES:

Table 1: Example of a SWOT analysis for freelancer translators .....	43
Table 2: Example of a risk management plan .....	53
Table 3: Example of risks diagnosis and control .....	60
Table 4: Project assignment in multilingual management .....	64
Table 5: Complex projects, risks and solutions .....	81
Table 6: Difference of purpose between participants .....	94
Table 7: Proposed examples of forecasting strategies .....	134
Figure 1: Simple diagram of Risk Management stages .....	46
Figure 2: Deming Cycle applied in Risk Management .....	69
Figure 3: Diagram of integrated Project Management .....	75

---

## A FEW WORDS ABOUT BOOKS, TRANSLATIONS AND TRANSLATORS

*Think Twice?*

Two times over? Maybe even three?

Like, with hindsight, something should have been done differently...

Before anything else, here is a suggestion from a publisher who knows better: a translation may represent an unexpected hope for an author, and an unbelievable curse for an editor. And this is not about literature exclusively, it being only a small part of the translation world.

It is extremely difficult to write a pragmatic text with a scientific touch, although this book is academic, and so is the series it belongs to. And it will be difficult for me to do so, since in the present day publishing environment, following economic crises, pandemics, energy crises and a war two steps from us, it is very difficult to think in the cold light of reason, be objective and avoid being swamped by personal interests, anger, passions... What's more, above all these challenges and anguishes, let us not forget a hovering AI with its heralder ChatGPT...

Here, a specialist in translation writes wisely and graciously about risk management in any type of translation,

LBRIS

We know  
books

because risks may be related to time, money, human resources and, lately, technology... Could this be, in just a few words, a way out from any dragnet set up over the complicated world of words, and meant to communicate identical information, from one language into another? Well, it is much more than this...

Starting from the success of the first edition of the present book, Professor Carmen Ardelean puts the risks in translation management up against a wall: "Since the autumn of 2022 the world witnessed a new 'threat' to tradition all around human activities, including the field of translation and conference interpreting: the so-called Artificial Intelligence (AI) came to the rescue of thousands of professionals in the form of various open-source chatbots, to the dismay of traditional supporters of exclusive human-produced projects. ChatGPT and other chatbots alike were in the house." The result is an improved monographic work, now in its second edition, thanks to a new chapter called *Artificial Intelligence – Friend or Foe?*

Carmen Ardelean has validated her long academic experience by being the author of many scientific studies and books (of which one, *Translating for the Future. What, how, why do we translate*, published back in 2016 by Tritonic, in the *Media Communication* series), but also thanks to a long and remarkable practice in the field of translation. In this book, she provides us with a detailed, relevant, convincing analysis of various problems met during translation, or at least which the translator may face – a complicated process, often similar to moving sands, of presenting the work of an author, or a simple speech to readers from a different culture and linguistic space.

I cannot stop thinking of a crime fiction book signed by Ian Rankin – *Hyde & Seek* (so difficult to translate even the title, and this because of the fact that *Hyde...* hides more than a simple play upon words, adding to it the name of a famous character from a well-known Robert Louis Stevenson

novel – let us say no more, so as not to spoil the pleasure of readers who haven't read the novel yet!). While talking to a younger partner, the main character therein, police detective John Rebus says: *Red Herring*. For those who do not know this English expression, *Red Herring* may be a huge trap. And, for the future stakeholder (be it a proofreader, editor and, ultimately, reader!) of the translation it could result in complete confusion. I must also refer to another article by Professor Ardelean, published in 2015 (*Pentru cine traducem* – in Romanian), in which she suggests that: “Apart from cases, already rare, in which the translator himself/herself chooses the text to be translated, in the hope of finding others – again, in an indefinite number – who may be interested in said text, the acceptance of a project does not take into account the audiences it is addressed to. We translate because a certain text is proposed to us (or we choose one from a number of variants), convinced that the target audience / readers come under the responsibility of the Publishing House, or of the client providing the text.” (see <http://cafeneauadetraduceri.ro/pentru-cine-traducem/>)

Unfortunately, the reader of, or listener to a translated text may be, and in most cases actually is fooled by the technological misuse of the chosen algorithm or software, or by the inability of the human translator. In order to avoid these issues, Professor Ardelean's book is more than welcome. Be careful how you translate her words... into Romanian or other languages!

Bogdan Hrib,  
writer & publisher

(translated from Romanian by Carmen Ardelean)

---

## SECOND EDITION IN THE AUTHOR'S WORDS

The success of the first edition of this book, already sold out, prompted its author to think of a second edition. But no second edition would be worth reading unless it brings new information about the topic under focus.

In the years that passed since the book was first sent for publication, the topic of *risk management in translation* has become an important issue for readers, researchers and translators alike. Many of those who, at first, raised a brow when told about this project are now aware that challenges do exist in the field of translation, just as in any other area of professional life, and that the risks they presume must also be acknowledged, taken into account and solved appropriately.

Digital technology has added to the complexity of all activities related to language shifts. First, Neural Machine Translation (NMT) has opened Pandora's box when it came to the relevance of human work. NMT is a type of machine translation that uses artificial neural networks to translate text from one language to another. NMT has been shown to produce translations that are often more accurate than previous machine translation approaches.

LBBIS

We know  
books

The impact of NMT on human translation is complex and multifaceted. On the one hand, NMT can potentially reduce the demand for human translation services (the so-called Languages Services Providers, or LSPs), as it can provide accurate translations quickly and at a lower cost than human translators. Soon enough, translators all over the world have started to fear that the extensive use of NMT could lead to a decrease in the number of translation jobs available, while potentially lowering their wages.

On the other hand, NMT can also improve the quality and efficiency of human translation. Human translators can use NMT tools to quickly generate initial translations (or *draft* translations), which they can then refine and edit to produce a final translation that is more accurate and sounds more natural. This can save time and improve the overall quality of the translation – but, at the same time, it involves a change of perspective in the translators' work and a more significant emphasis on post-editing.

Furthermore, NMT can help to bridge language barriers and facilitate communication between people who speak different languages. This can have a positive impact on international business, diplomacy, and the cultural exchange. NMT has also changed the role of human translators. Instead of focusing on the technical aspects of translation, such as grammar and syntax, human translators can now focus on the creative and cultural aspects of translation, such as transcreation, adapting language and content for specific target audiences.

In many cases, especially in the case of specialized translations, one recurrent issue is related to their routine and repetitive aspects – obvious examples being general purpose recommendations, individual documents related to education levels and results, various certificates and so on. Standard forms, compatible in various pairs of languages,

could reduce the time frame for their translation and avoid routine and boredom.

Overall, the impact of NMT on human translation is complex and depends on a variety of factors, including the specific use case, the quality of the NMT system, and the skills level of individual human translators. While NMT may have some negative impacts on human translation in certain contexts, it also has the potential to improve the quality and efficiency of any translation and facilitate cross-linguistic communication.

In the few years since its emergence, translators gradually got used to the idea of sharing responsibilities with NMT and started embracing their new role as pre- and post-editors of a digitally produced text. Was trailblazing technology going to stop at that?

It took an unexpected, worldwide pandemic to shatter the newly accepted state of things. While traditional communication channels were shattered and people had to learn to use digital aids not as an exception, but as a new rule, IT specialists took it as a new opportunity for development and change, one that was bound to affect professionals in all areas of life, translation included.

The development of technology does not stop, not even at times when all human activities cease for health reasons. Solutions were quickly found to assist translators and interpreters to fulfil their commitments remotely. While in the US remote interpreting was already a fact in the 2010s, the European Union preferred on-site interpreting but, starting from 2020, it upgraded its facilities and technologies to make way for remote interpreting as well.

Since the autumn of 2022 the world witnessed a new “threat” to tradition all around human activities, including the field of translation and conference interpreting: the so-called Artificial Intelligence (AI) came to the rescue of

LBRIS

We know  
books

thousands of professionals in the form of various open-source chatbots, to the dismay of traditional supporters of exclusive human-produced projects. ChatGPT and other chatbots alike were in the house.

This spectacular development of open-source databases and proactive virtual aids is the main reason, for the author of this book, to start writing a sequel which includes clear reference to this topic, with detailed information about the risks involved and potential solutions to them. After all, translation means personal involvement in the core of any project and the responsibility of achieving it properly, beyond any shadow of a doubt regarding its originality and level of quality.

This extension of the initial purpose of this book is also meant to help translators and interpreters avoid potential mistakes related to their approach to linguistic shift activities. Being a professional translator herself, the author knows that we all make mistakes, in spite of our efforts to provide the best possible variant for each project; at the same time, various changes in the way we speak, in the way in which certain terms are used, in which their meaning is extended or set aside – all justify constant revisions of the means by which various risks are managed. If insufficiently understood and learned, such open-source technologies could result in a fracture between purpose setting and achievement, as well as an accidental or purposeful infringement of the general ethical requirements of our profession.

As a result, *mistake management* also comes as a new addition to the initial book, being closely related to AI, the new Achilles' heel of the profession mentioned above. Different types of mistakes require a specific approach in order to avoid turning them into major risks. In some cases, certain participants in the translating chain are unaware of the mistakes they make during the use of AI, or do not

LBRIS

We know  
books

realize the amount of risk represented by said mistakes. By understanding the importance of the effects, their causes may be addressed with increased care.

Today a great deal of concern relates to the diversity of approaches in the translation of similar documents, and solutions are sought for the so-called *standardization* of translation. In Europe, the European Commission now focuses on proposing standardised notary forms in all its official languages, in an effort to avoid incompatibilities, errors of judgement or the potential misuse of specific terms. At the same time, worries increase with reference to the effects of an extended use of chatbots (also called virtual administrative assistants) on translators' professionalism. In spite of the risks involved, such an approach could indeed result in *reducing* the number of mistakes made in the area of legal documents. It is an example of a *mistake management* action taken for the benefit of many. However, it is bound to have *negative effects* on the workload of many translators involved in doing notary work extensively. This is an example of a risk that has been insufficiently tackled by specialists, and it may take a long time before reaching a successful management strategy.

The examples given above show that there are always two facets for every coin; in other words, any action, irrespective of its intended benefits, may also have its own shortcomings and these, in turn, need to be studied carefully in order to reach the best solution. It may seem like a never-ending story, but it is a perfect reflection of human life: there will always be new obstacles requiring our attention and efficient strategic planning.

*The Author*

---

## FOREWORD TO THE FIRST EDITION

As a long-time literary translator, I normally do not, to put it politely, spend too much time reading translation studies and theoretical books on translation. For years on I have attended conferences that helped me shape my own belief according to which, in matters concerning translation, there are two antagonistic hosts made up of those who do translate (and at this point I take sides with those who translate literature, that is, the most sophisticated type of texts), and those who discuss the output of the translators' efforts and strategies but keep evading, ignoring, neglecting, turning a blind eye to *talent*, a term that that, somehow, almost never occurs in translation studies. In my opinion, translation studies should revolve around this key word and concept (*talent*) that is so hard to grasp, to appraise and to pass on from, say, a talented mentor to a disciple on the rise.

The truth is that, at various moments in my existence, I have come across a number of interesting theoretical works on translation, milestones in my theoretical training as a self-conscious and enthusiastic translator. To be honest, they did not help me a lot during the translation process itself, but they have turned out to be valuable assets in academic events,

round tables, translation seminars, symposia, etc. Even an embittered practitioner of literary translation who heralds the futility of theoretical works must admit that reading “classical” texts by Leon Levițchi, George Steiner, Eugene Nida or Lawrence Venuti may provide intellectual pleasure and turn out to be a profitable asset in the long run.

After the pioneering efforts of Leon Levițchi, the father of English-language translation studies in Romania, back in the 1970, with his famous “guide for translators of English literature into Romanian” the 1990s and the twenty-first century witnessed the quite incredible and unprecedented development of such studies in the Romanian academe. The “Al. I. Cuza” University of Iași, the Lower Danube University of Galați and the Technical University of Civil Engineering in Bucharest have become in the past ten to fifteen years the hubs of translation studies in Romania.

At present, Associate Professor Carmen Rodica Ardelean, the head of the Research Centre for Specialized Translation and Intercultural Communication is one of the leading Romanian scholars in the field of translation studies, with research stages in the United Kingdom and a Ph.D. in the Aesthetics of language, focusing on the contemporary Anglo-Saxon influences on the Romanian aesthetic and arts discourse, defended in 1999. Unlike most scholars engaged in this field, some of which may remind one of the sterile activities unfolding in the academy of Laputa, described by Jonathan Swift in *Gulliver’s Travels*, activities of no consequence for the practical field of translation, Professor Ardelean is a zealous translator herself. For me, this comes as no surprise insofar as she belongs to a class of the Germanic languages and literatures department of the University of Bucharest, which, under the supervision of Leon Levițchi, Ștefan Stoenescu, Adrian Nicolescu, Dumitru Chițoran and other great predecessors, produced an impressive list

EBRIS

We know  
books

of first-hand, mostly literary, translators, and, false modesty aside, myself.

Moreover, the substantial translations published by Professor Ardelean so far have covered various fields of great interest such as fiction, psychology, sociology, and encyclopaedic books. This new book, on *risk management*, is not her first book in Translation Studies. It is her *fourth*. The book is based on the translation practitioner's accumulated experience, on the perfect knowledge of twenty-first century European Union standards of quality management and, most vital of all, on Professor Ardelean's teaching experience, on her years of training M.A. students in this very field of *risk management*. So, what we have got here is, on the one hand, the corollary of long-time acquired experience springing from theoretical study and teaching practice and, on the other hand, a ground-breaking work that deserves more than an accolade.

The very strength of this book resides in its novelty – it is *a first timer in the Romanian academe*: the thing at issue (risk management) is dealt with, clearly debated and neatly presented, in an elegant style. The chapters of this book make up a coherent whole and there is no need for me to describe here the content of each chapter inasmuch as the introduction manages to provide us with an articulate summary of the various theoretical aspects tackled throughout the book.

I am confident that this book will, indeed, become a long-lived best-seller that will find an eager readership not only among the students of the Technical University of Civil Engineering in Bucharest but, in general, among academics, students, and professional translators involved in the tiresome and yet so rewarding daily chore that, in one word, we all call translation.

I am also confident that Professor Ardelean will soon follow in the steps of her famous forerunner Leon Levițchi and will produce yet another book, one that will entirely, or very

**LBPRIS**We know  
books

much, rely on her own practical experience, with examples taken from her own struggle with English-language texts “brought home” to the target language, to Romanian.

*George Volceanov*  
*Translator, Member of the*  
*Romanian Writers’ Union (USR)*