

How Do You as Research Administrator Meet the Challenge of Global Research and Research Funding

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What to gain

Expectations:

To confront and consider own biases

To learn more about habits and customs in other countries

To see own mistakes and learn from them

To learn more about CQ

To get new knowledge

Tools for better interaction and to strengthen awareness

The perception of Danes by non Danes

Better insights to be better prepared in the cross cultural meeting

A better theoretical understanding of cultural differences

What is culture

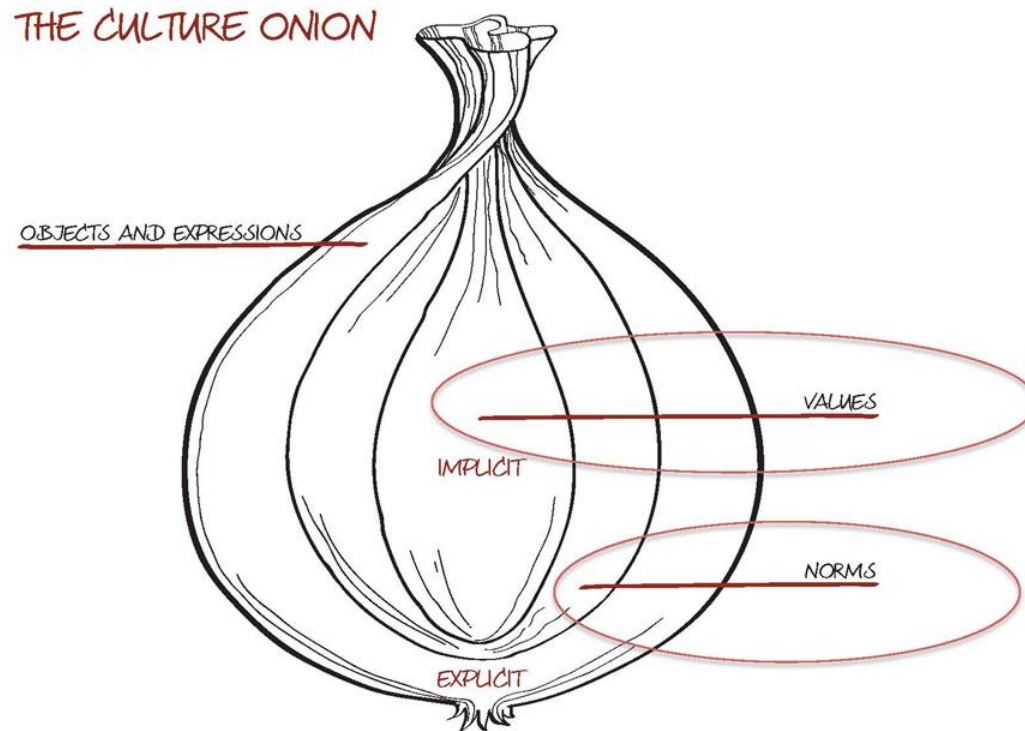
”Culture is a filter we use to perceive and interpret the world around us. It guides our interactions and behaviours. Usually this filter is subconscious.”

Source: David Livermore

Culture again

- In a survey made by Economist Intelligence Unit 2012, 51% stated that difference in cultural traditions caused the greatest misunderstandings
- Cultural gaps are most common in eight behaviors: communication, evaluation, persuasion, leading, deciding, trusting, disagreeing, scheduling. Erin Meyer, INSEAD
- Cultural Intelligence is the capability to function effectively across various cultural contexts (national, ethnic, organizational, generational, etc)

BLINDSPOTS AND CULTURAL INTELLIGENCE

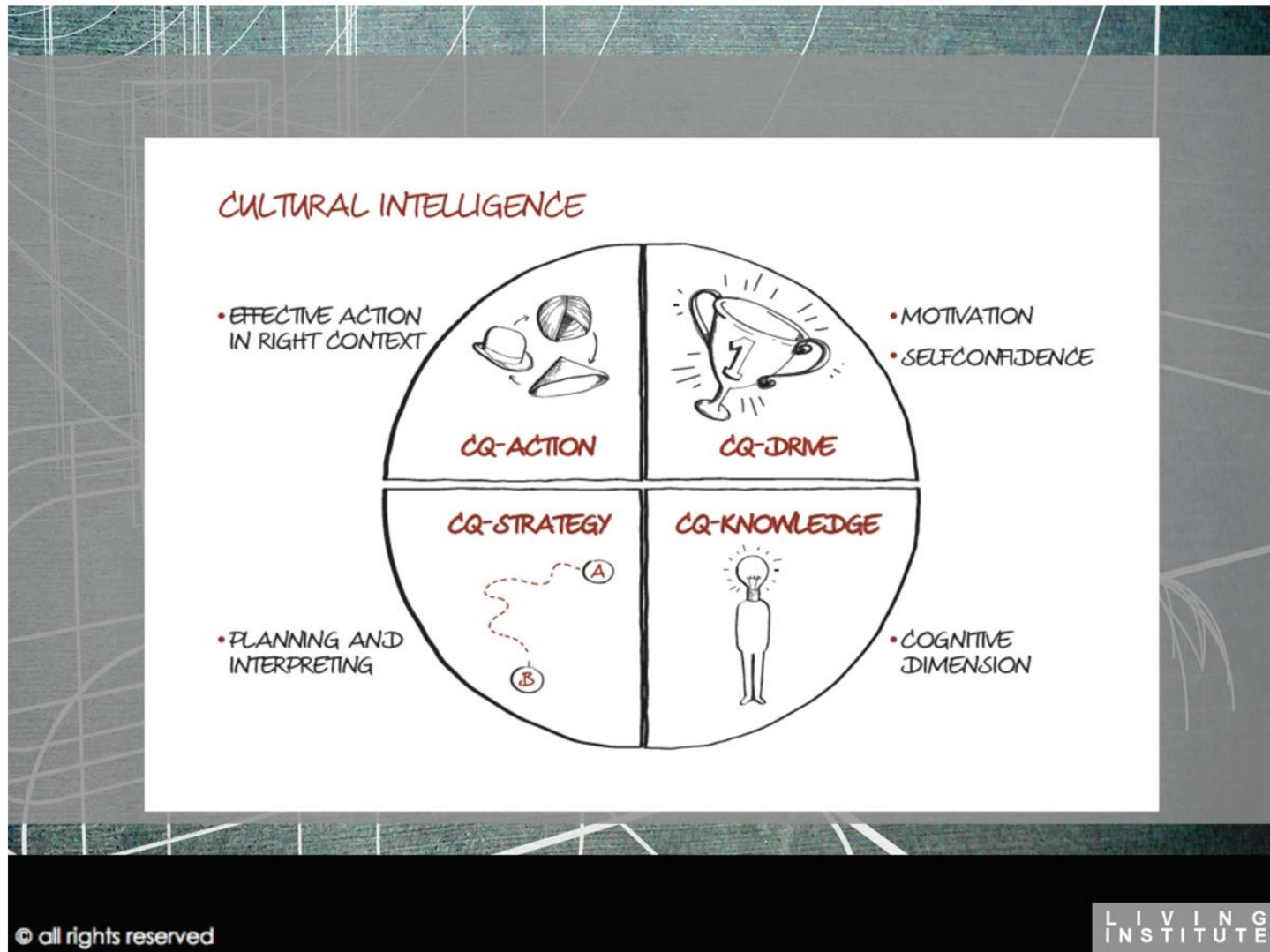


Cultural intelligence - CQ

Cultural intelligence or cultural quotient (CQ)

- Used in business, education, government and academic research
- Capability to relate and work effectively across cultures
- Related to Cross-cultural competence
- A person's capability to adapt as s/he interacts with others from different cultural regions
- Can be measured on a scale, similar to that used to measure intelligence quotient

Cultural Intelligence chart



A person's interest and confidence in functioning effectively in culturally diverse settings.

It includes:

Intrinsic interest – deriving enjoyment from culturally diverse experiences

Extrinsic interest – gaining benefits from culturally diverse experiences

Self-efficacy – having the confidence to be effective in culturally diverse situations

A person's knowledge about how cultures are similar and how cultures are different.

It includes:

Business – knowledge about economic and legal systems

Interpersonal – knowledge about values, social interaction norms, and religious beliefs

Socio-linguistics – knowledge about rules of languages and rules for expressing non-verbal behaviors

How a person makes sense of culturally diverse experiences. It occurs when people make judgments about their own thought processes and those of others.

It includes:

Awareness – knowing about one's existing cultural knowledge

Planning – strategizing before a culturally diverse encounter

Checking – checking assumptions and adjusting mental maps when actual experiences differ from expectations.

A person's capability to adapt verbal and nonverbal behavior to make it appropriate to diverse cultures. It involves having a flexible repertoire of behavioral responses that suit a variety of situations.

It includes:

Non-verbal – modifying non-verbal behaviors (e.g., gestures, facial expressions)

Verbal – modifying verbal behaviors (e.g., accent, tone)

How do we see others?

Are we just?

Do we perceive, evaluate or act towards 'others' following principles of equality and justice?

Biases exist because we have stereotypes and prejudices about ourselves and about others.





Stereotyping



How do our prejudices look like?

They include different dimensions of (dis)like and (dis)respect. Feelings of pity (warm but not competent), envy (competent but not warm), contempt (not warm and not competent).

And they change for every specific culture and also historically

Paternalistic stereotypes: these individuals/groups are perceived with warmth but they cannot harm our group. We disrespect them and see them as incompetent, but pity them and can feel tones of compassion or sympathy. Race, age, gender, 'countryside' residents, even linguistic outgroups are impacted by this paternalistic gaze

Envious stereotypes: these individuals/groups are perceived as highly competent but not warm. (studies show that Jews, Asians, Germans have been perceived in this way). People being perceived as too hard working and not sociable.

(Fiske, Cuddy, Glick, & Xu, 2002)

5 ways to work with your prejudices

1. Stereotype replacement
2. Counter-stereotypic imagining
3. Individuation
4. Perspective taking
5. Increasing opportunities for contact

(Devine, Forscher, Austin, & Cox, 2012)

Activity

Video: Interview with Erin Meyer, professor at INSEAD

<http://erinmeyer.com/>

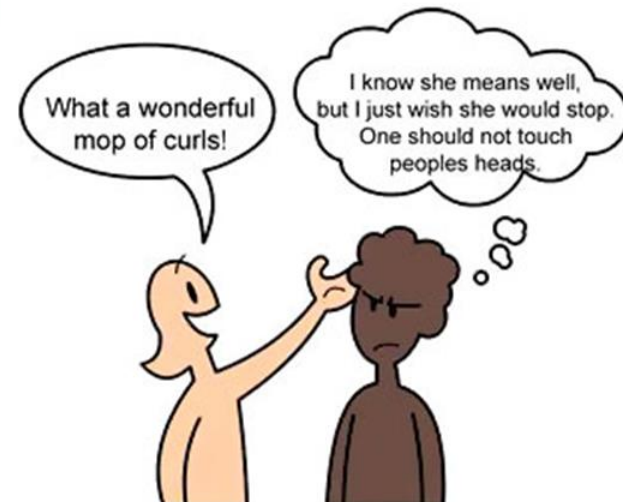
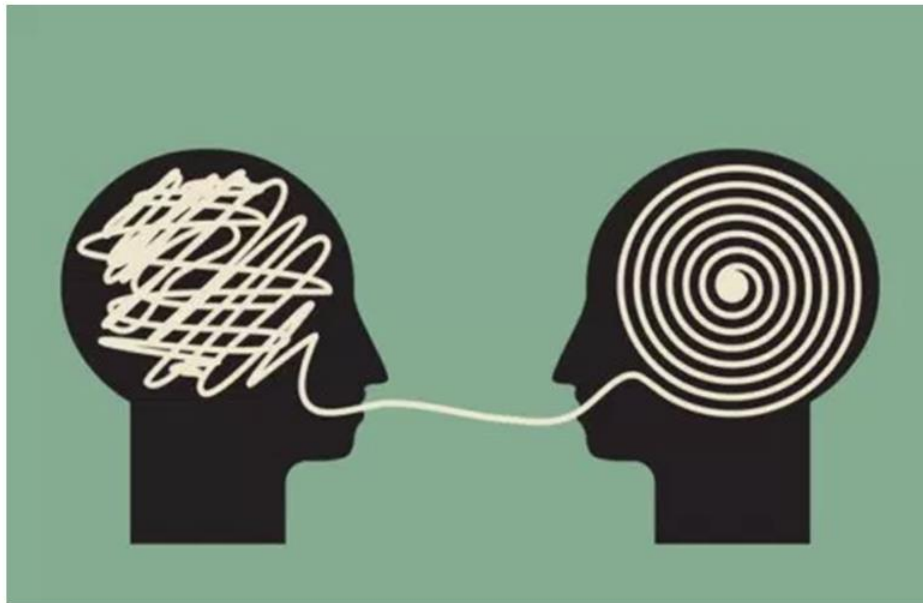
- Why is CBS spending time and money on intercultural awareness?



Aim
to strengthen collaboration and wellbeing/satisfaction at CBS through interculturally competent employees, where cultural diversity is an opportunity and not a hindrance/restriction

Vision
That by working diligently with our intercultural competencies we will become aware of our unconscious and hidden bias' – thereby minimising conflicts and enhancing collaboration between and in sections/departments





Programme consisted of:

- ½ day workshop with CBS presentations setting the scene
- 1 day workshop by Living Institute
- Individual feed back sessions on CQ Multirater assessments
- 1 day workshop by Living Institute
- ½ day workshop with CBS presentations closing the course





EGYPT

Be patient



ITALY

What exactly do you mean?



GREECE

That's just perfect

Never underestimate the importance
of local knowledge.

What is CQ?

Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

In our own cultures, we usually have an idea of what's going on around us because we have a wealth of information, most of which is subconscious, that helps us make sense of what we experience and observe. When we interact with individuals who have a different cultural background, the same cues may mean something entirely different.

For more information, see Appendix A: Research Basis and/or visit www.culturalq.com

CQ CAPABILITIES

CQ includes four capabilities:



Karen's profile

CQ Profile Summary

This is a one-page snapshot of your CQ scores for the four CQ capabilities. Notice your self-ratings, your observer ratings and the world wide norms for how other global professionals have assessed their CQ.

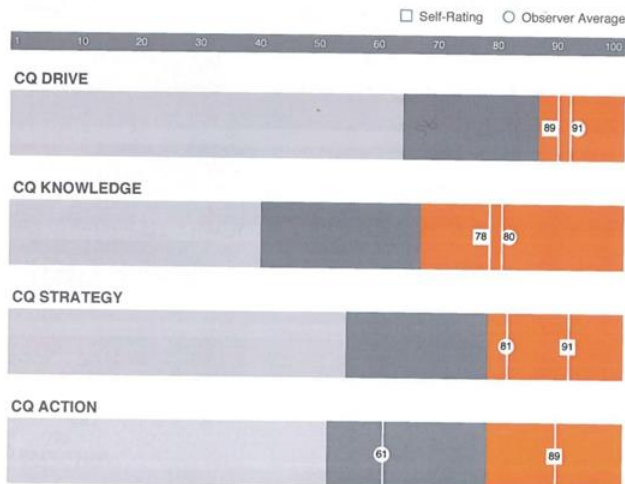
CQ RATINGS AND PERCENTAGES



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CQ RATINGS AND PERCENTAGES

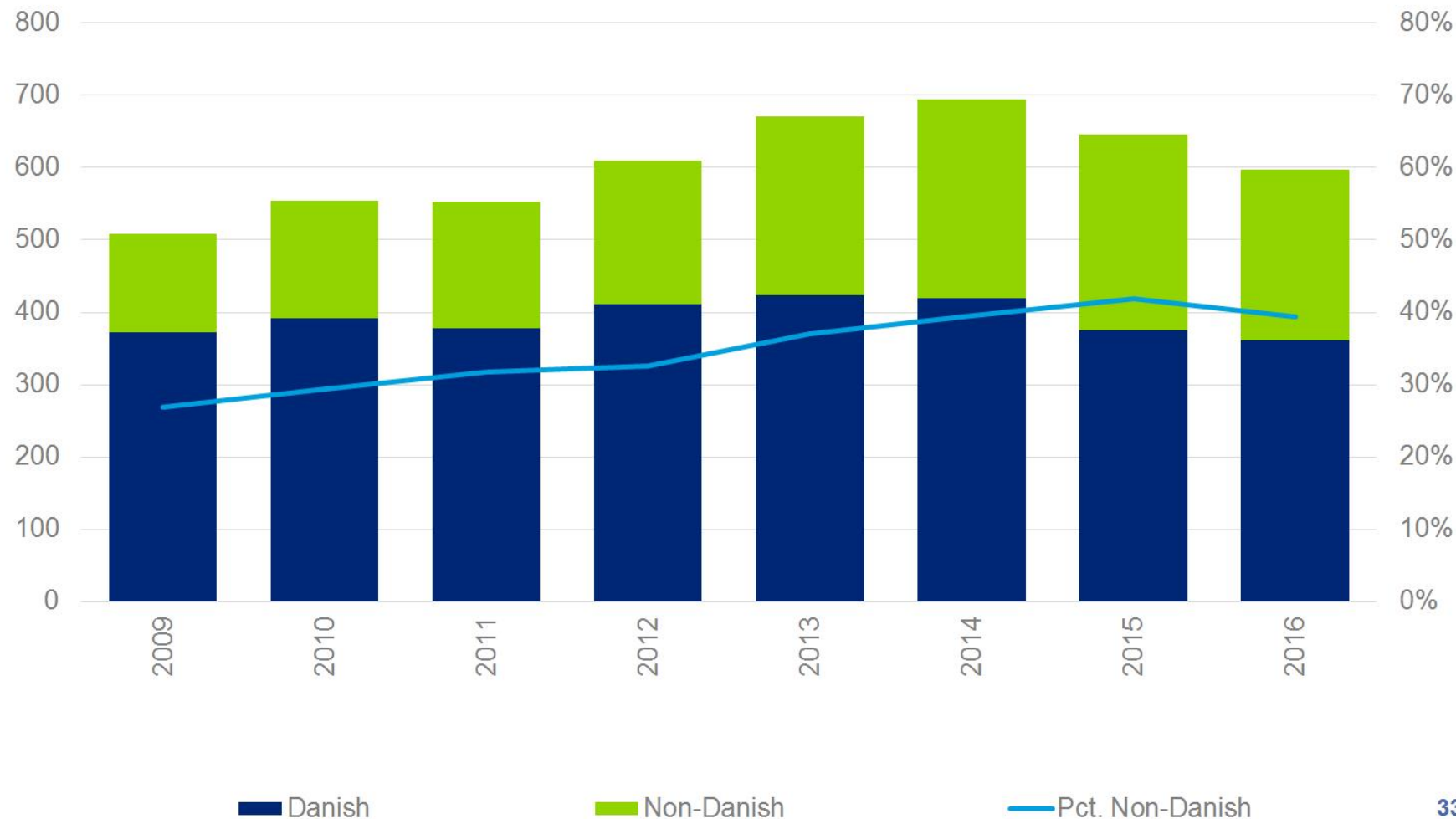


Discuss:

*If I have prejudices towards my
students, my colleagues...
what can I / we do?*

Academic staff (FTE) by nationality

Total number and international percentage



Nationalities of our foreign researchers at CBS

Danish	Total	394		
Non Danish	Total	257		
		0		
	Austria	6	Ireland	1
	Albania	3	Iceland	7
	Australia	2	Japan	1
	Bulgaria	4	Kazakhstan	1
	Bellarussia	1	Liechtenstein	1
	Brazil	4	Mexico	2
	Canada	3	Macedonia	2
	Switzerland	6	Norway	8
	Chile	2	Netherland	7
	China	7	New Zealand	1
	Colombia	1	Portugal	5
	Germany	56	Pakistan	1
	Spain	10	Poland	2
			Romania	5
	Estonia	2	South Korea	1
	France	7	Russia	1
	Finland	2	Sweden	23
	Greece	5	Singapore	2
	Hungary	1	Slovenia	1
	Italy	19	United Kingdom	18
	India	9	USA	14
	Ireland	1	Venezuela	1

How can the international staff get more money to their research

- 1) Analyze the larger groups of nationalities
- 2) Analyze how many applications they have made
- 3) Analyze to where they have made the applications
- 4) Analyze the possible sources of the various countries
- 5) Address the researchers and suggest future application possibilities