



# Global People

*Supporting Intercultural Partnerships*

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# Today's Presentation

- Introduction – working across cultures
- Global People – background, rationale & outputs
- The Global People Toolbook
- Going Forward
- Q & A

# Introduction

The background features a large, light blue gear-like shape composed of silhouettes of people holding hands, arranged in a circular pattern. This graphic is partially obscured by a dark blue horizontal bar at the top and the text below.

## Working Across Cultures

# Working across cultures

- Providing research, analysis and resources to make individuals and teams more effective at working in international partnerships
- Insights from linguistics, psychology, business management, culture studies and cross-sector partnership
- Personal background in intercultural management; research and evaluation of partnerships; international project management; “learning across boundaries”
- Associate of The Partnering Initiative ([www.thepartneringinitiative.org](http://www.thepartneringinitiative.org))

# The Global People Project

# Background

- Global People Project formed Phase 3 of HEFCE's £4M eChina-UK Programme
- Phases 1 & 2: British & Chinese universities worked collaboratively on range of eLearning in education projects
- Phase 1: 2003-2005
- Phase 2: 2005-2007.

# Background

## Two of HEFCE's Key Goals for the eChina-UK Programme:

- Strengthen collaboration between China and the UK
- Disseminate generic insights on a range of issues, including the benefits & challenges of working interculturally

# Aims

## Phase 3 (Global People): 2008–2009

### Key Aims:

- Draw out learning from the Programme on working interculturally
- Identify generic frameworks and models
- Develop resources that are of practical value to those working in international projects (especially in HE)



# Team

## Phase 3 (Global People): 2008–2009

### Global People team:

- Helen Spencer-Oatey (Director)
- Stuart Reid (Project Manager)
- Stefanie Stadler (Research Fellow)
- Nigel Ewington (Consultant)

# Methods

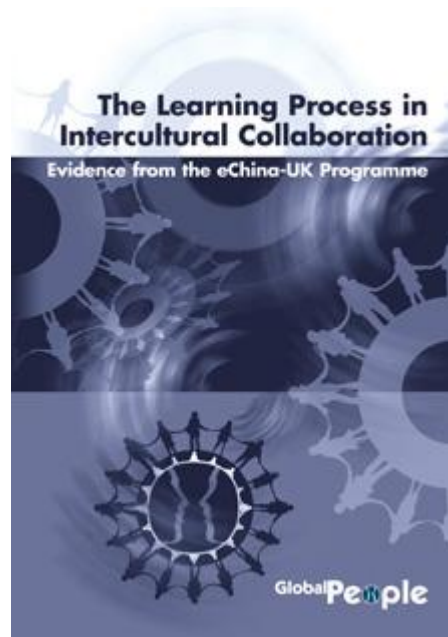
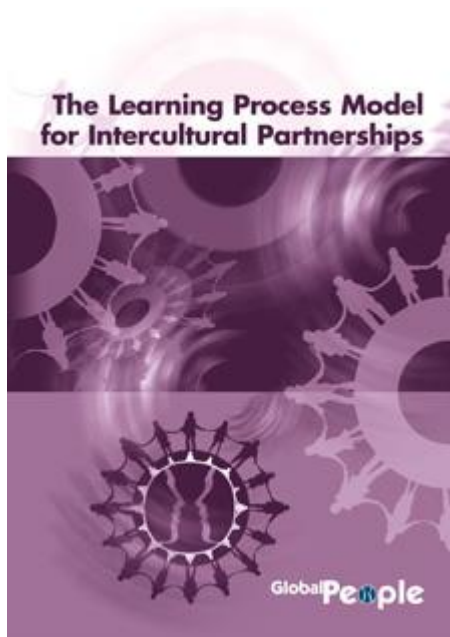
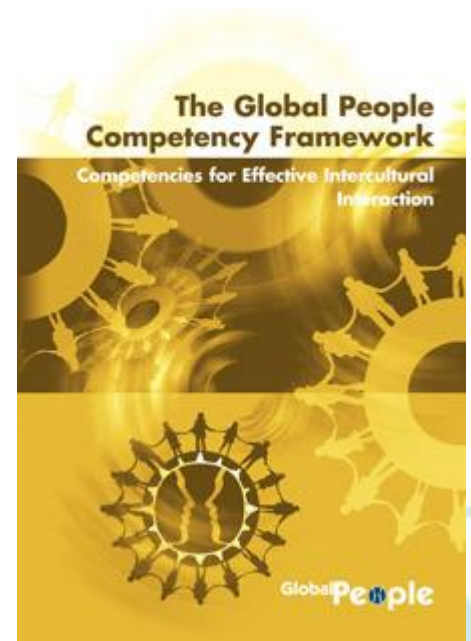
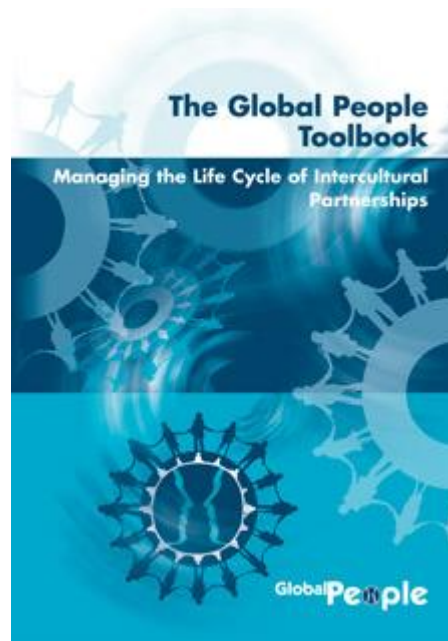
## Phase 3 (Global People): 2008–2009

### Procedure:

- Review the literature on intercultural competence and on working across cultures
- Analyse data from the eChina-UK Programme & Projects from an intercultural perspective
- Collect new interview data from eChina-UK project members

# Outputs

- Extensive literature review (Landscaping Study)
- Detailed linguistic analysis of UK/China project meetings
- Guidance material on Sino-UK communication differences
- Analysis of the intercultural learning experienced by UK and Chinese participants
- Frameworks for intercultural communication and intercultural learning
- A 5-stage model of the project life cycle
- A detailed matrix of intercultural competencies
- A hard-copy Toolbook for project planning



# The Global People Toolkit

# Global People Toolkit

**Rationale:** Intercultural effectiveness is vital for the success of projects yet is often overlooked in the planning

**Purpose:** Provide a practical, step-by-step guide to managing the intercultural aspects of an international partnership

# Global People Toolkit

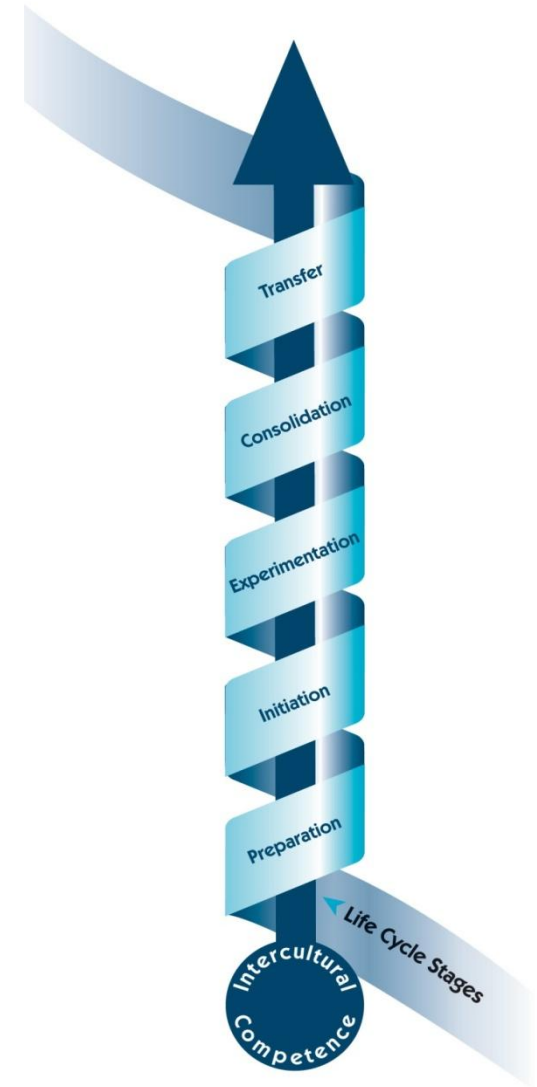
**Audience:** Academics, project managers and other staff responsible for planning, managing or reviewing intercultural collaborations

**Sources of Information:** Broad research base, with authentic examples from the eChina-UK Programme

# Global People Toolkit

## Five-stage life cycle model

- Preparation
- Initiation
- Experimentation
- Consolidation
- Transfer





# Global People Toolkit

For each stage of the life cycle model:

- Main **Activities** for the stage
- Authentic **Case Study** from the eChina-UK Programme
- Commentary on the case study – with reference to **Core Competencies**
- Practical implementation **Tips**
- Management and development **Tool**

Let's take a quick walk through.....



# Stage 1: Preparation

## **Activities** (page 11)

- Develop a vision
- Research the context
- Audit intercultural skills
- Break the ice
- Review channels of communication

# Illustrated by.....

**Case Study** – early days of the eChina-UK Programme (page 12)

**Commentary** – relates Activities to Case Study, showing how these operate in a real-life context, and identifies the intercultural competencies of most value to this Stage (page 13)

# For practical guidance....

**Tips** – simple pointers to enhanced performance:  
can be used as the basis for team discussion or  
as an aide-memoire in planning

**Tool** - 6 tools located in a Resource Section at  
the back of the Toolbook.

Page 52 - Team Resource Audit - a simple  
instrument for reviewing the intercultural  
(including language) skills in your (actual or  
desired) team

# Active learning runs through the process



# Learning Process Model

- Highlights the importance of active learning in developing intercultural competence (p. 43)
- Encourages project leaders to build reflection and knowledge-sharing into the project plan
- Provides a simple 3-phase model to identify the core learning process
- Provides examples of how to embed learning into the partnership experience

**Acquisition-Awareness-Embedding**

# To sum up.....

## **Research-based but focused on practice:**

- Grounded in international research
- Activity-oriented
- Illustrated with authentic case studies
- Practical tips
- Tools for individual and team development
- Detailed complementary material on the website



# Going Forward

# Training & Development

1. Free access resources: website; Toolbook; research papers in pdf
2. Papers and talks to international conferences and bodies
3. Structured training session (1 or 0.5 day) to introduce team to the Toolbook and to embedding key learning into the project process
4. Commercial consultancy to international organisations

*The team from the University of Northampton who are working on a Connect project with a university in Shaoguan spent an afternoon going through some of the Global People materials. As a result, we were able to plan a three day workshop in Shaoguan which was tremendously successful. I really do believe that anybody involved in collaborations would benefit from this resource. Many thanks.*

Dr Dave Burnapp, National Teaching Fellow, University of Northampton



# Further Research (1)

## Global- oriented Curriculum

- University of Warwick (Centre for Applied Linguistics and Centre for Careers & Student Employability)
- King's College, London
- 12-month project from 01 August 2009
- Relevance of intercultural competencies to graduate employability and the student experience

# Further Research (2)

Intercultural Competencies for Global Employability: UK and Chinese Perspectives

(Joint UK/China project currently in proposal stage)

# New Resources

- Website is monitored and updated regularly, including new audio and video clips
- GP team seeking funding to produce a commercial-quality training film for DVD distribution
- Papers forthcoming from members of team on other aspects of the project

