Innovation in Learning & Success Through a Global Mindset

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9.15-9.30	**EF: Opening the World through Education** *Anja Salo, Regional VP, EF Corporate Solutions*
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OPENING THE WORLD THROUGH EDUCATION

EF EDUCATION FIRST

ABOUT EF

EF Education First was founded in Sweden in 1965 by a young entrepreneur named Bertil Hult.

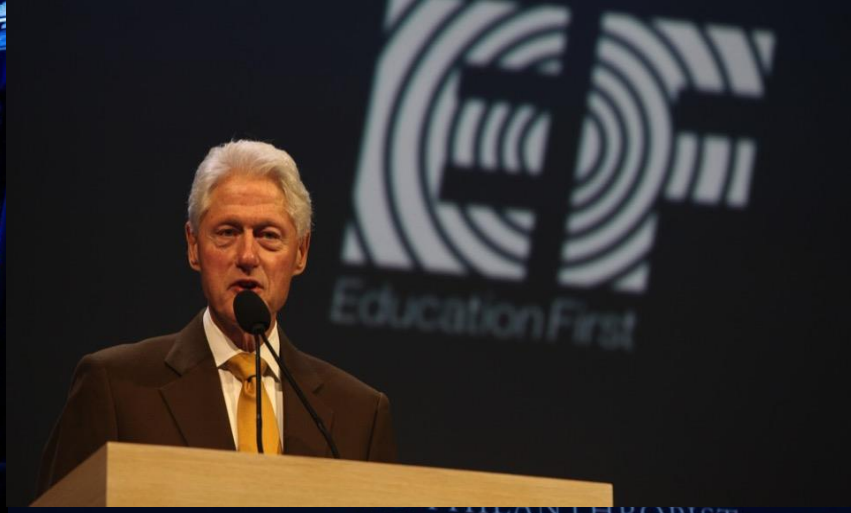
The concept was straightforward: take local high school students to England to learn English.

It was a simple business idea – on-site language and cultural studies – but one with an enormous future.

CELEBRATING FIFTY YEARS

A DAY WITH WORLD LEADERS

The day was part of a weekend-long series of events to celebrate EF's 50th anniversary.



OUR PROGRAMS

EF Language and Schools

- EF Learning Labs
- EF Englishtown
- EF Local English Language Centers
- EF Local English Language Centers for Kids and Teens
- EF International Language Centers
- EF Corporate Solutions
- EF Academy - International Boarding Schools

EF Cultural Exchange

- EF High School Exchange Year
- Cultural Care au Pair

EF Educational Travel

- EF Explore America
- EF Educational Tours
- EF College Study Tours
- Go Ahead Tours

Hult International Business School

- Hult International Business School, Graduate School
- Hult International Business School, Undergraduate School
- Hult International Business School, Executive Education

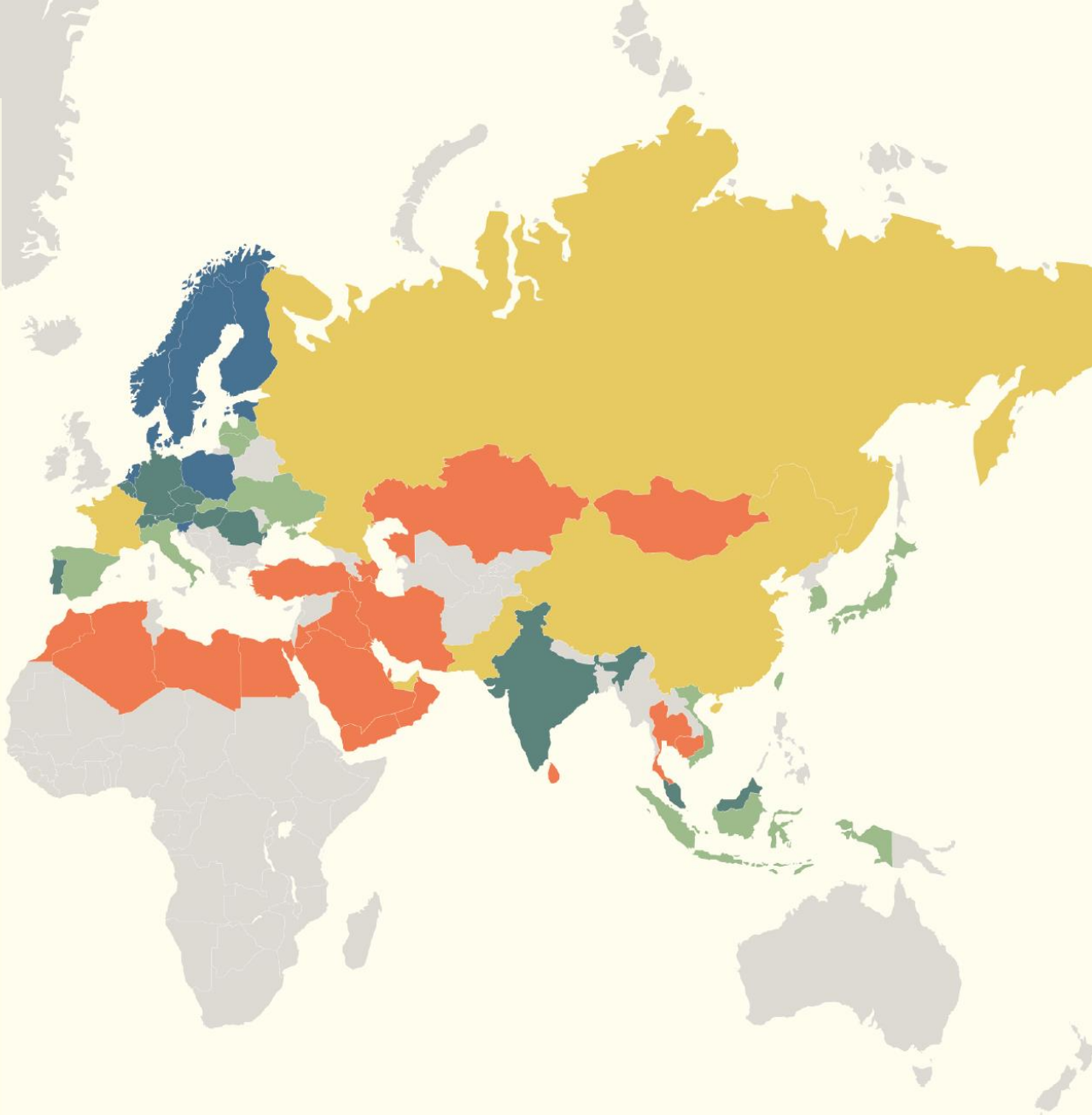
50
YEARS
25K
TEACHERS
15K
STAFF
500
SCHOOLS
MILLIONS
OF LIVES CHANGED

EF EPI 2015

THOUGHT LEADERSHIP IN EDUCATION - EF EPI

EF publishes the world's largest ranking of countries by English skills–the EF English Proficiency Index (EF EPI).

www.ef.com/epi



Proficiency Bands

- Very High
- High
- Moderate
- Low
- Very Low

Research & Development – Partnerships

EF Research Unit at University of Cambridge
Department of Theoretical and Applied Linguistics

EF - Peking University School of Foreign Languages Research Program

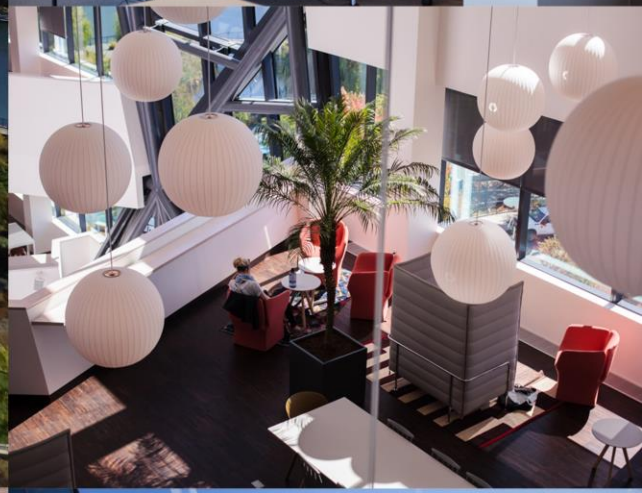
EF - University of São Paulo Research Collaboration
Department of Modern Languages

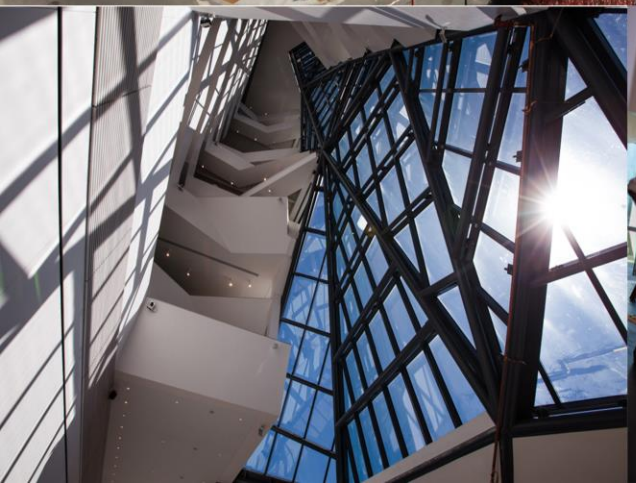
EF - Moscow State University Partners in Language Education Research and Innovation

Harvard Graduate School of Education

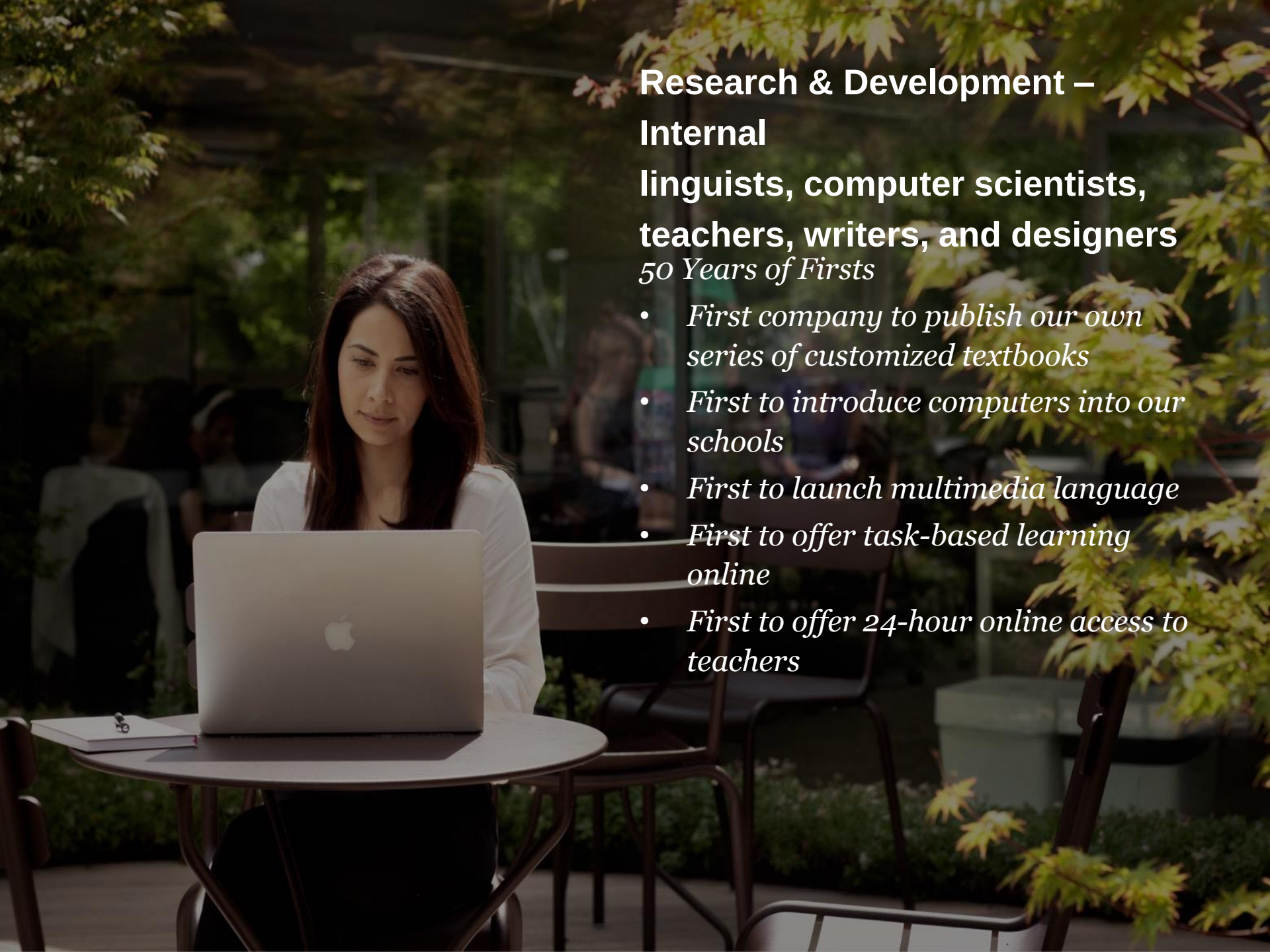
THE UNIVERSITY OF TOKYO

EF BOSTON HEADQUARTERS





The largest of our 500 schools



Research & Development – Internal

linguists, computer scientists, teachers, writers, and designers

50 Years of Firsts

- *First company to publish our own series of customized textbooks*
- *First to introduce computers into our schools*
- *First to launch multimedia language*
- *First to offer task-based learning online*
- *First to offer 24-hour online access to teachers*

What EF Labs believe:

- Technology will change education forever
- Great educational experiences start with great teachers
- Design touches everything we do

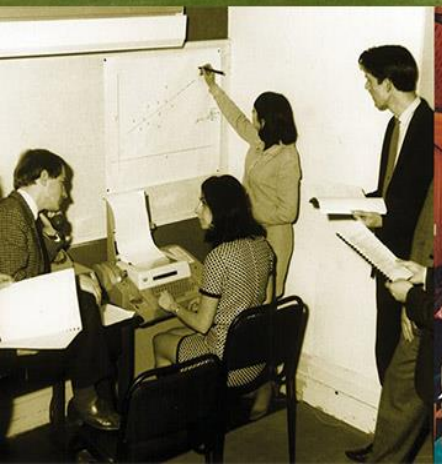
"The Hult Prize is a wonderful example of the creative cooperation needed to build a world with shared opportunity, shared responsibility, and shared prosperity."

Bill Clinton
Former U.S. President

SPORTS PARTNERSHIPS

TRUSTED BY THE WORLDS LEADING COMPANIES

DNB
JOTUN
Gjensidige
telenor
P&G
AkzoNobel
accenture
PHILIPS
airberlin
Telefonica
MICHELIN
Atos
Tetra Pak
ABB
Nordea
KPMG
Midea
Valio
VALE
NEXTEL
orange
DANISCO
t edu.com
شركة تطوير للخدمات التعليمية
xerox
ABInBev
Unilever
FedEx
الجامعة السعودية الالكترونية
Saudi Electronic University
2011 1432
HSBC
AIR CHINA
中国国際航空公司
A STAR ALLIANCE MEMBER
SONY
Ford



ASHRIDGE
business school

Thank you!

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Education First

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Innovation in the Global Classroom
Oslo, April 11, 2016

Education First

In the future learning will be based on…….
….SCHOOLS AND TEACHERS
But with one BIG difference

Laurentius. ce.
Volumina Dnixit

A Very Different Model

Flipped Learning

1990
Eric Mazur –
“peer instruction”

2000
Lage, Platt, Treglia –
“Inverting the Classroom”

2003
Salman Khan –
“Khan Academy”

2007
Bergman, Sams –
“pre-broadcasting”

Education First

Teachers doing what they do best

OLD

(Before the Flip)

Students read over materials

BEFORE CLASS

Students listen to a lecture.

DURING CLASS

Students attempt the homework.

AFTER CLASS

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Benefits of a Flipped Classroom

LEARNERS

- Learn at varying speeds
- Opportunity for review
- Take ownership of learning

TEACHERS

- More time supporting learners
- Involved with learning rather than lecturing
- Connect with learners

Education First

Brick-and -Mortar

The best way to learn a language is to learn it where it is spoken

Our largest school…
Bringing the teacher to the learner

EF's Virtual Learning Timeline

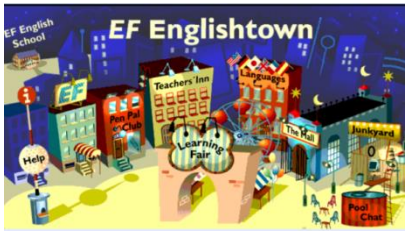
1981

EF collaborates with the BBC to produce "Radio English", a series of taped audio programs to enhance classroom instruction.

1995

EF partners with Apple. EF's innovative language learning CD-ROM Planet Arizona is recognized for Best Software Product.

1997



EF Labs launches Englishtown.com, an innovative online language school.

2004

Around-the-clock instruction from live teachers in virtual classrooms.

2005

EF Learning Labs launches EFEKTA, an advanced learning system that combines classroom teaching with cutting-edge technology and real-world experience.

2011

EF Labs develops a free Mobile English app. 2012, the British Council Innovation Awards recognizes the EF Classroom App for excellence in digital technology.

2015

EF Labs launches EFEKTA 15, school also on *tablets and phones.*

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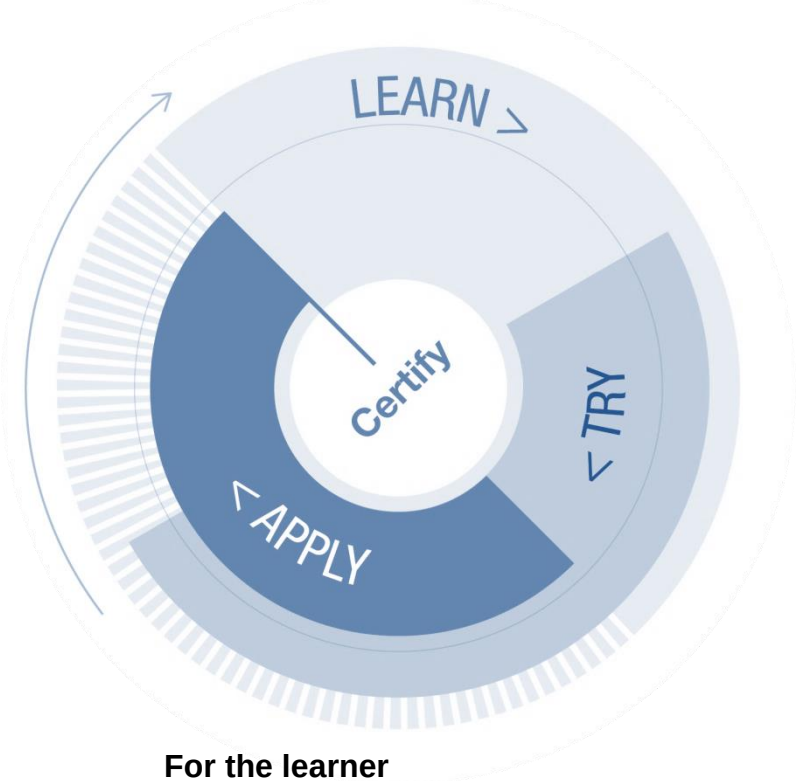
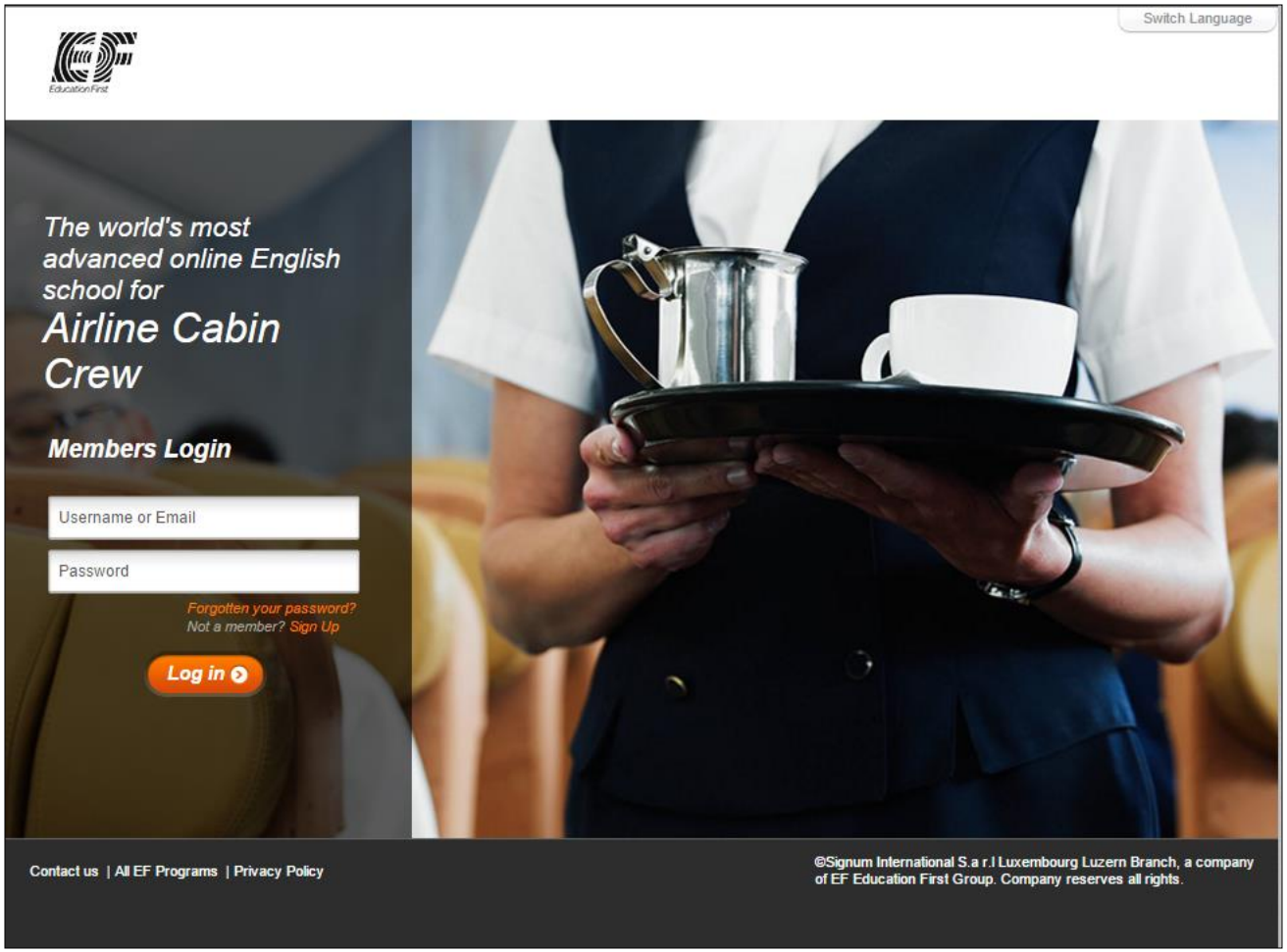
What Great Schools Do

Sound methodology



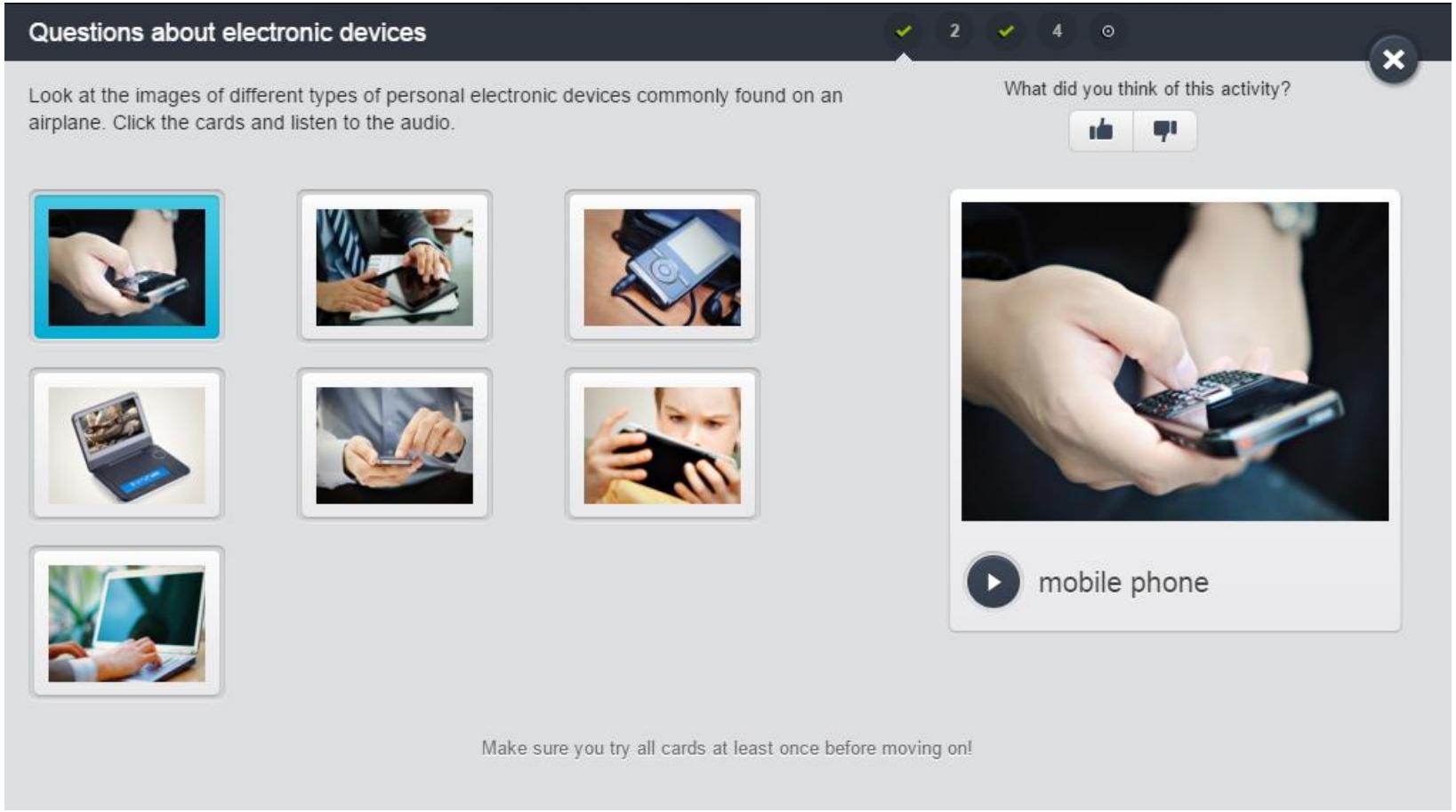
For the learner
- **socio-cultural competence**
- **language in context**
- **modular approach**

Education First



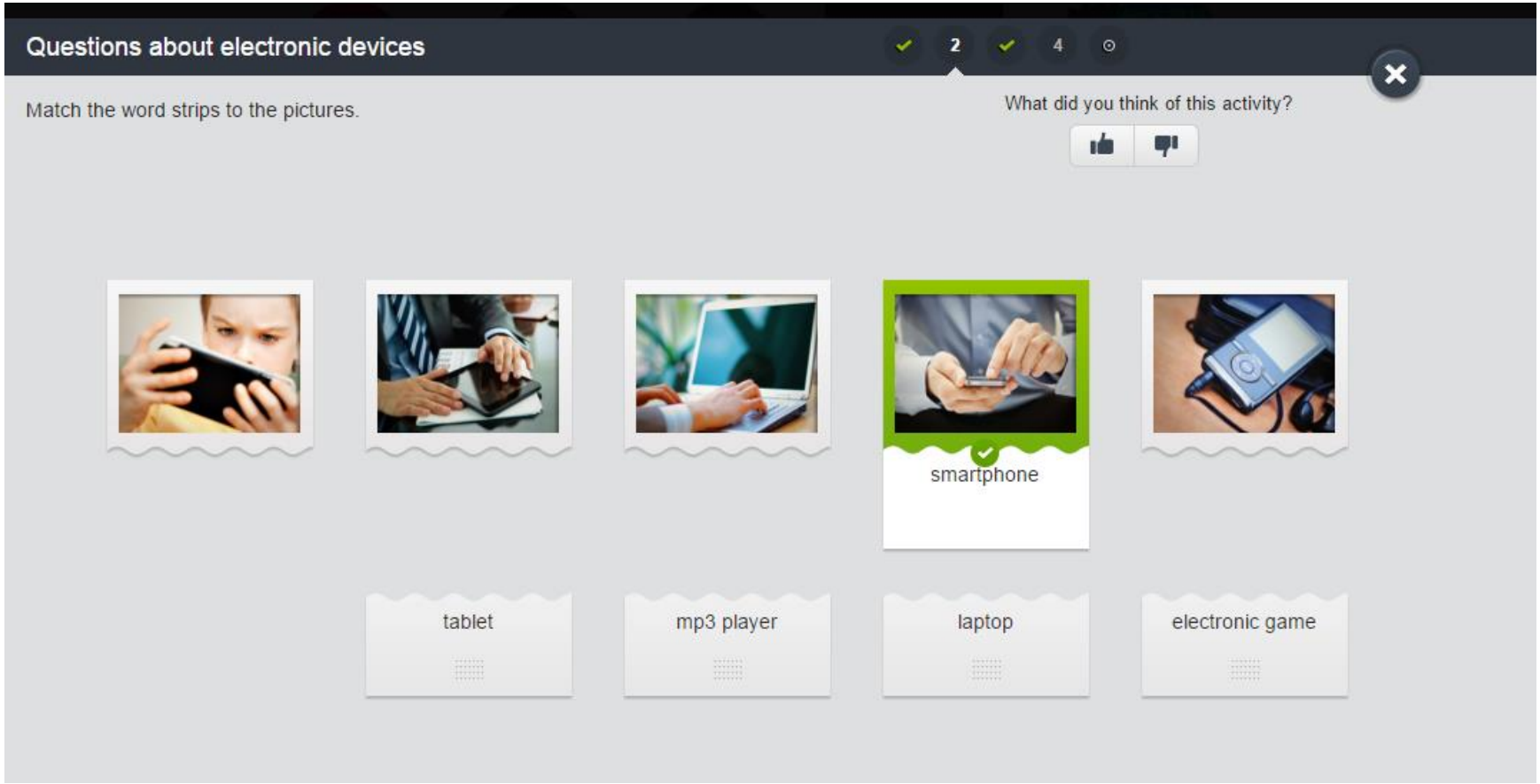
EducationFirst

LEARN



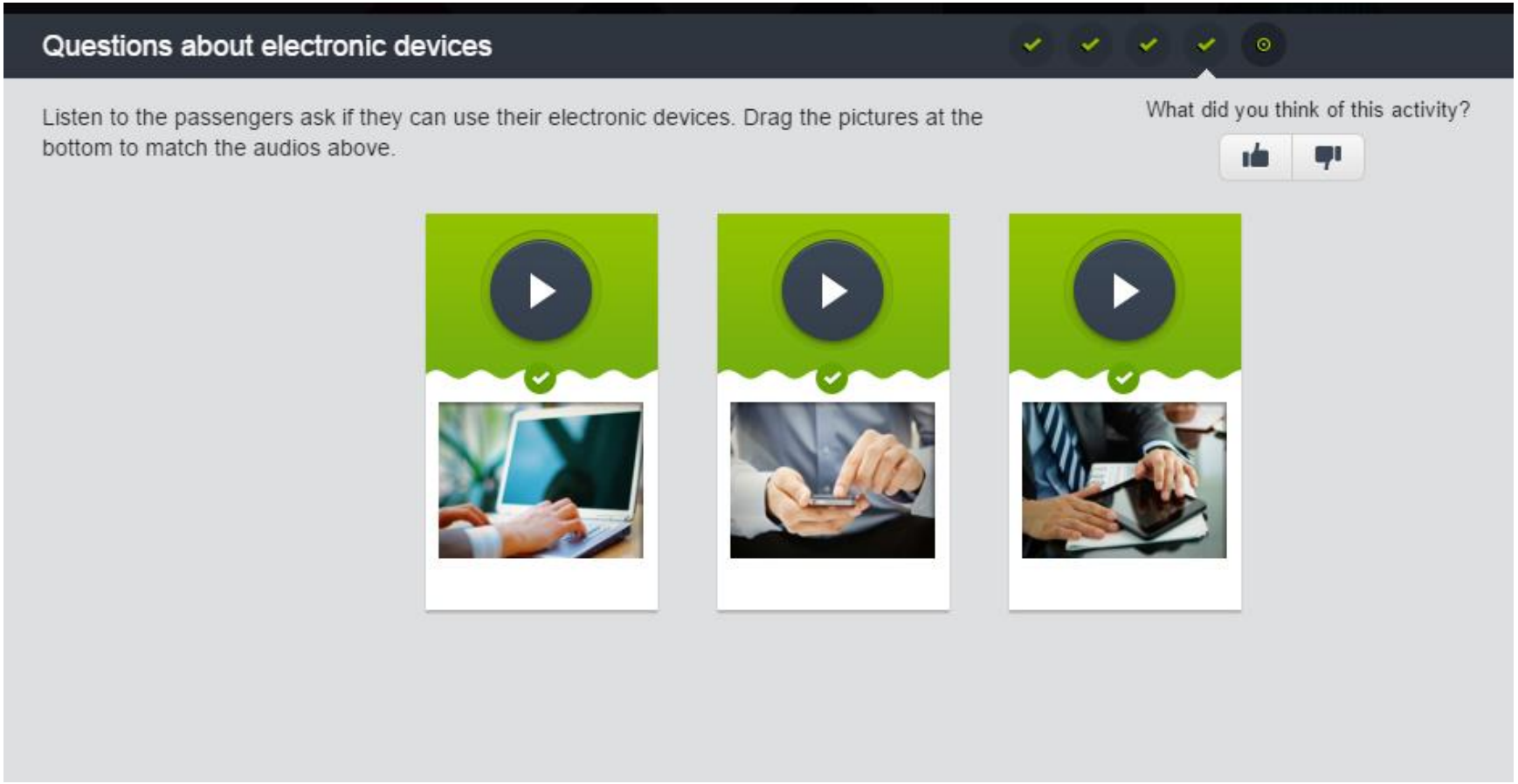
Education First

LEARN



Education First

LEARN



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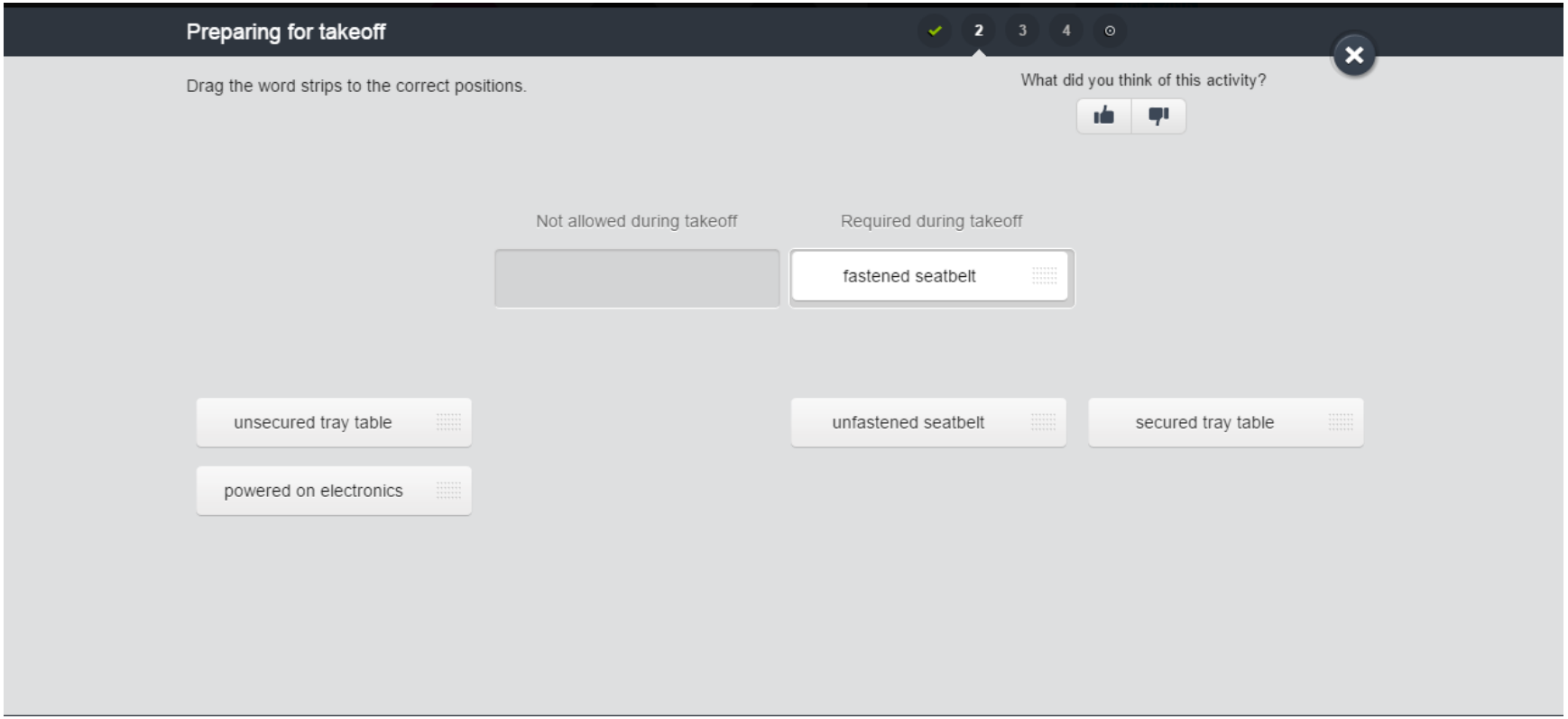
Perfect!

Good work! You got everything correct and passed the step.

Start the next step

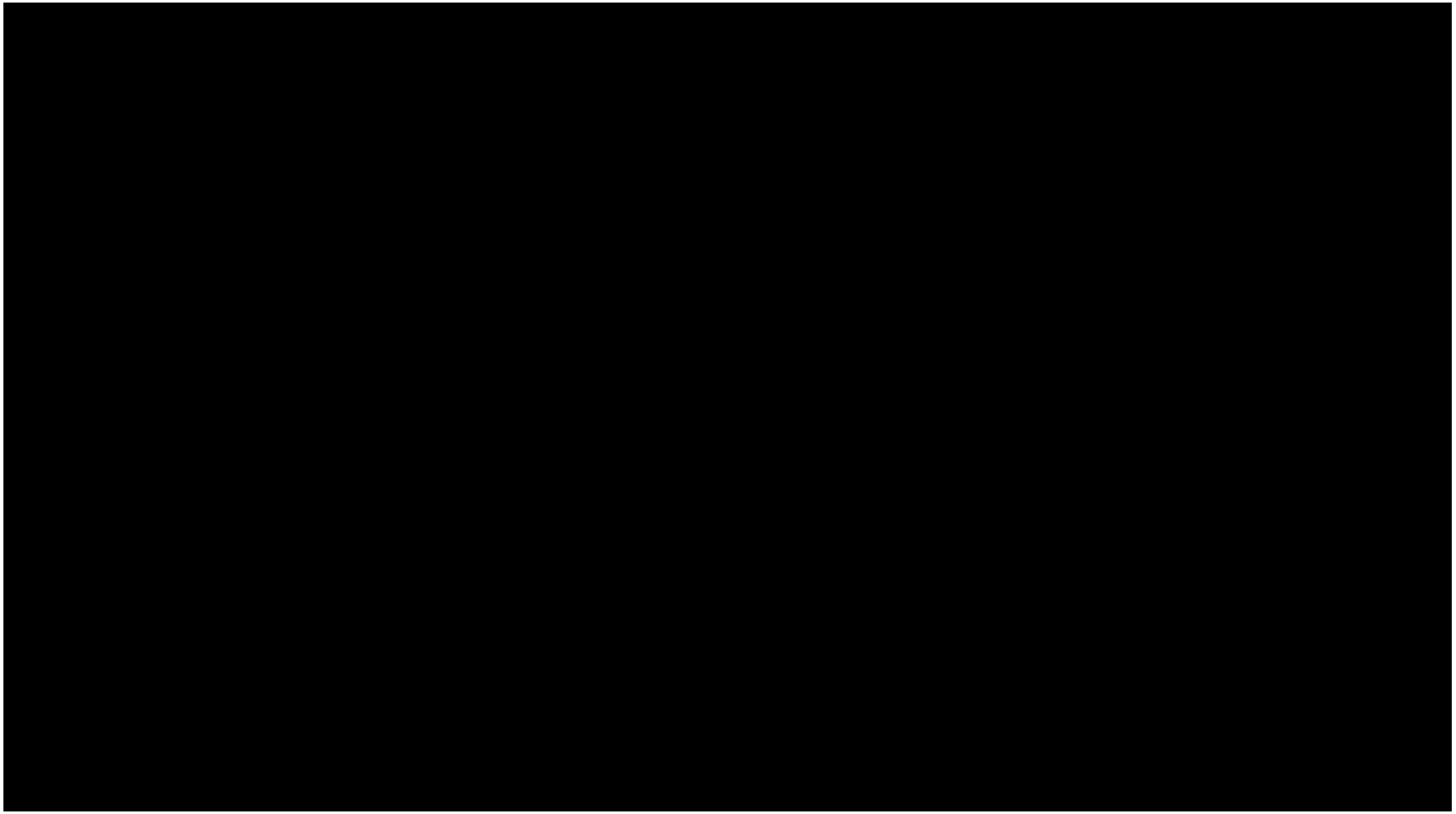
TRY



Education First

TRY

You are preparing for take-off. A female passenger is using an electronic device.



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APPLY

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The following unit teaches language that is common in the airline industry, but your airline might be different. Some of these differences are outlined below.

direct language	more polite language
I'm sorry, it's not allowed during takeoff. I'm sorry, it's not allowed during takeoff.	*Excuse me, madam. Could you turn off your mobile phone?* Excuse me, madam. Could you turn off your mobile phone?
Sure, we have two seats available in the emergency exit row. Sure, we have two seats available in the emergency exit row.	*Certainly, we have two seats available in the emergency exit row.* Certainly, we have two seats available in the emergency exit row.
I understand, but it's policy. I understand, but it's policy.	*Excuse me, madam. We'll be taking off shortly. Your phone may interfere with aircraft systems.* Excuse me, madam. We'll be taking off shortly. Your phone may interfere with aircraft systems.
Excuse me, ma'am, can I help you with that? Excuse me, ma'am, can I help you with that?	*Excuse me, madam, may I help you with that?* Excuse me, madam, may I help you with that?

A

B

this course		alternative language	
ma'am, miss	ma'am, miss	*madam*	madam
overhead bin	overhead bin	*overhead compartment, bin, stowage*	overhead compartment, bin, stowage
power off	power off	*switch off, turn off*	switch off, turn off
laptop	laptop	*personal computer, laptop computer*	personal computer, laptop computer
tray, tray table	tray, tray table	*table*	table
No problem, I can take it for you.	No problem, I can take it for you.	*I can take it for you.*	I can take it for you.

A

B

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UNIDO, Scania CV AB,
Ministry of Labour and Social Affairs of the Kurdistan Regional Government

Learn at own pace

Practice applying new concepts

Education First

[redacted]

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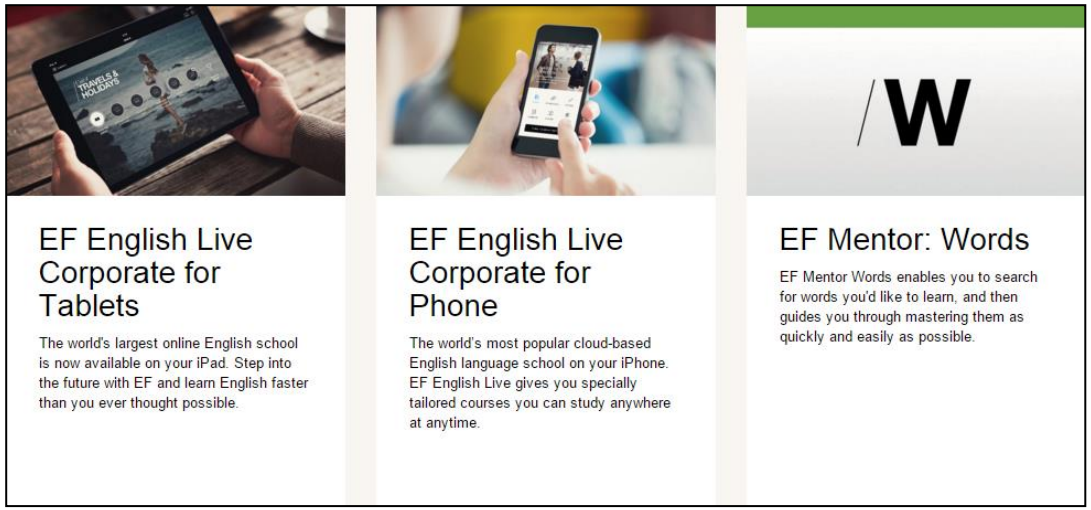
Innovation in the Global Classroom

Anytime, anywhere



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Thank you

peggy.wegler@ef.com

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Why Global Mindset helps your business grow

Medlemsmøte REN nettverket. 11. april, 2016

Svend Haakon Kristensen, Regional Director Asia
Innovation Norway

Definition of global mindset

- We would define global mindset as one that **combines** an **openness** to and **awareness** of diversity across cultures and markets with a **propensity** and **ability** to see common patterns across countries and markets.
- In a company with a global mindset, people view cultural and geographic diversity as **opportunities** to exploit and are **prepared** to adopt successful practices and good ideas wherever they come from.
- The twin forces of ideological change and technology revolution are making globalisation one of the most important issues facing companies today. As such, cultivating a global mindset is a **prerequisite** to becoming a global company.

http://lexicon.ft.com/Term?term=global-mindset

Sitjande frå venstre Leif Riksheim (styreformann i Brødrene Aa AS), Tor Øyvin Aa (styreformann i Brødrene Aa Eiendom AS) og Leng Buli (Deputy GM i Chu Kong Shipping Enterprices Co.) **FOTO: PRESSEFOTO**

Hong Kong-firma kjøper seg inn i Brødrene Aa

Hong Kong-baserte Chu Kong Shipping Enterprises (CKSE) kjøper 40 prosent av hurtigbåt-byggjeriet Brødrene Aa AS.

NÆRINGSLIV Per Ove Stige
Mobil: 92042369

Publisert: 04.01 2016 12:49 Sist oppdatert: 04.01 2016 15:32

Midt i alle meldingar om nedskjeringar varsla hurtigbåt-

Kubota investerer 200 millioner i plogfabrikk på Jæren

CARL HAMRE

carl.hamre@nationen.no |

PUBLISERT: 05.02.13 1

Tweet Anbefal Del

Mange uttrykte frykt for framtida da det japanskeide selskapet Kubota i fjor vår overtok verdens største plogfabrikk, Kverneland i Klepp på Jæren. Dagens melding om at Kubota investerer for nærmere 200 millioner kroner gir tro på at Kubota har langsiktige planer for jærbedriften.

- Vi har aldri vært i nærheten av slike investeringstall siden byggingen av den nye plogfabrikken på Øksnevad, sier konsernsjef Ingvald Løyning i Kverneland Group til Aftenbladet.no.

Midlene skal brukes til å fullføre flytting av produksjonen ved den gamle fabrikken på Kvernaland til hovedanlegget på Øksnavad. I tillegg skal en del gamle maskiner byttes ut og det skal kjøpes flere roboter og annet verktøy.

Flere investeringer er lovet i 2014 og 2015. Målet er å doble produksjonen til 10.000 enheter innen 2020.

Annonse

land

DETTE LESER ANDRE NÅ

I midten av desember ble det kjent at det japanske gigantselskapet Kubota ville kjøpe landbruksmaskinprodusenten Kverneland.

Stavanger Aftenblad

Ved nydør hovet Verkshotellet på Jørpeland i hendene på den kinesiske forretningsmannen Dong Guo. Synnøve og Sigbjørn Vedlø solgte aksjene for 20 millioner.
FOTO: Pål Christensen

Han vil lokke rike kinesere til Preikestolen

Den kinesiske forretningsmannen Dong Guo er klar til å investere minst 200 millioner kroner for å lokke rike kinesiske eliteturister til Rogaland og Preikestolen.

- Da jeg kom her, kunne jeg kjenne lukten av gras, og jeg kunne kjenne forskjellen på lukten av graset som vokste i hagen og graset som vokste ved sjøen. I Kina har jeg ikke kjent lukten av gras siden jeg var liten, sier Dong Guo.

Etter mange år som travel og suksessrik forretningsmann med mye stress og lite søvn, kom han rett fra Paris til Verkshotellet på

LOKALE NYHETER

Kinesisk selskap skal bygge Hålogalandsbrua

Av ANN-KRISTIN HANSSEN

23. oktober 2013, kl. 12:30

Skriver under kontrakt torsdag.

DEL

Torsdag skriver det kinesiske selskapet Sichuan Road and Bridge Group under kontrakt på stålarbeidene på Hålogalandsbrua.

Kontrakten har en verdi på nesten 755 millioner kroner.

Det var fem selskap som kjempet om kontrakten på stålarbeidene.

Disse var:

1. Implenia Norge AS, kr 946.868.961,-

2. American Bridge, kr

Hålogalandsbrua (Foto: Cowi)

The Economist | World politics | Business & finance | Economics | Science & technology | Culture

Schumpeter

Norwegian blues

Now the easy times are over, Norway must rediscover its Viking spirit

Oct 10th 2015 | From the print edition

Timekeeper | Like 5.6k | Tweet 58

IT IS a capitalist country but it is dominated by state-owned enterprises; it is an oil giant but it eschews conspicuous consumption. For decades this unusual economic model has

More internationalisation!

thinkstock

Room for improvement…

World Competetiveness Yearbook*, indikatoren «International experience of senior managers»:

Nr. 1 Switzerland

Nr. 4 Sweden

Nr. 15 Finland

Nr. 19 Denmark

Nr. 34 Norway

* 2013-utgaven

«Internationalization helps the co
more innovative, something whic
their international position strong

Fra drømmeloftet

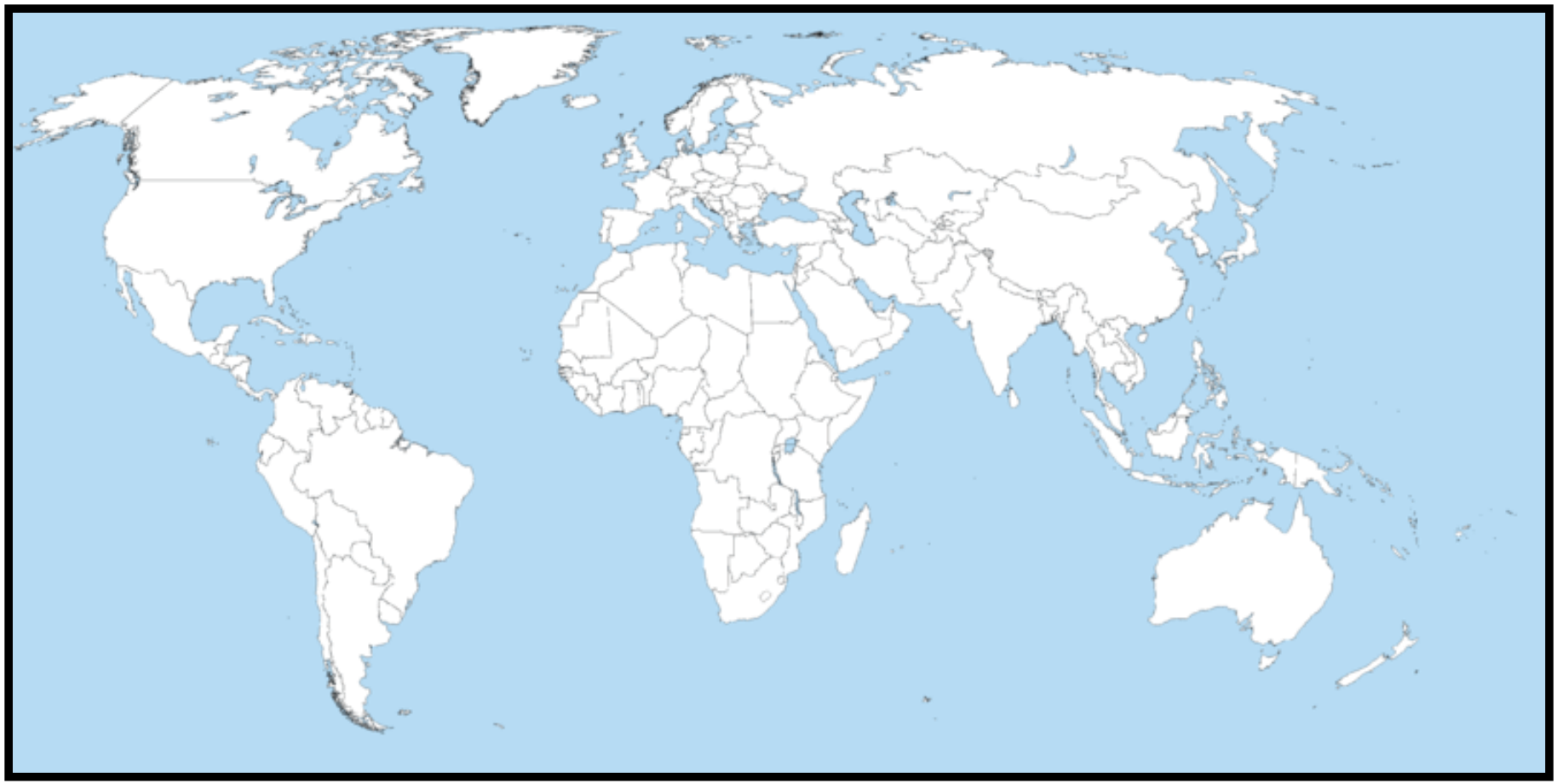
«Research shows that companies who work internationally, and invests abroad, often also grow at home»

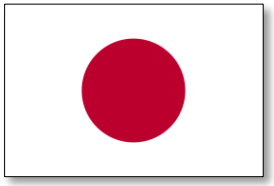
«Collective efforts»

-Per M. Koch

http://www.innovasjonnorge.no/no/drommeloftet/

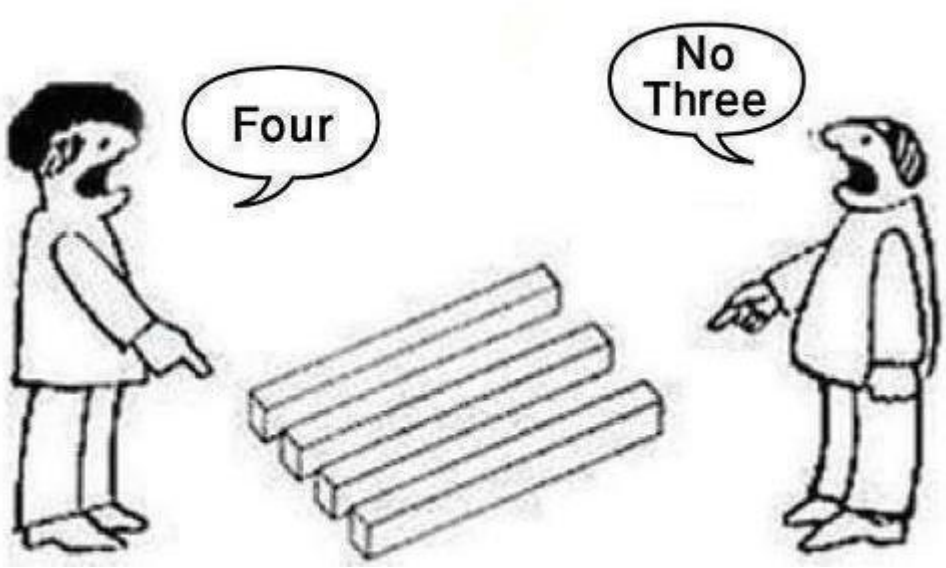
Different perspective – different business environment

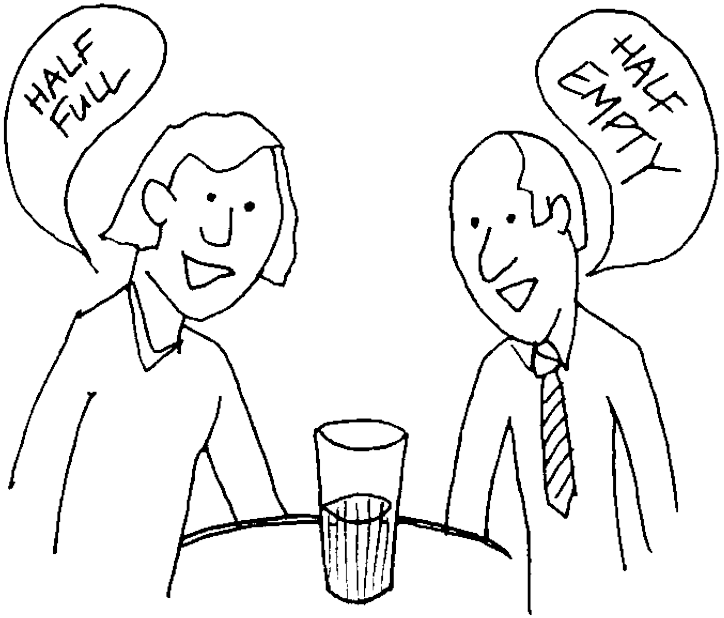




Different perspective – different business environment

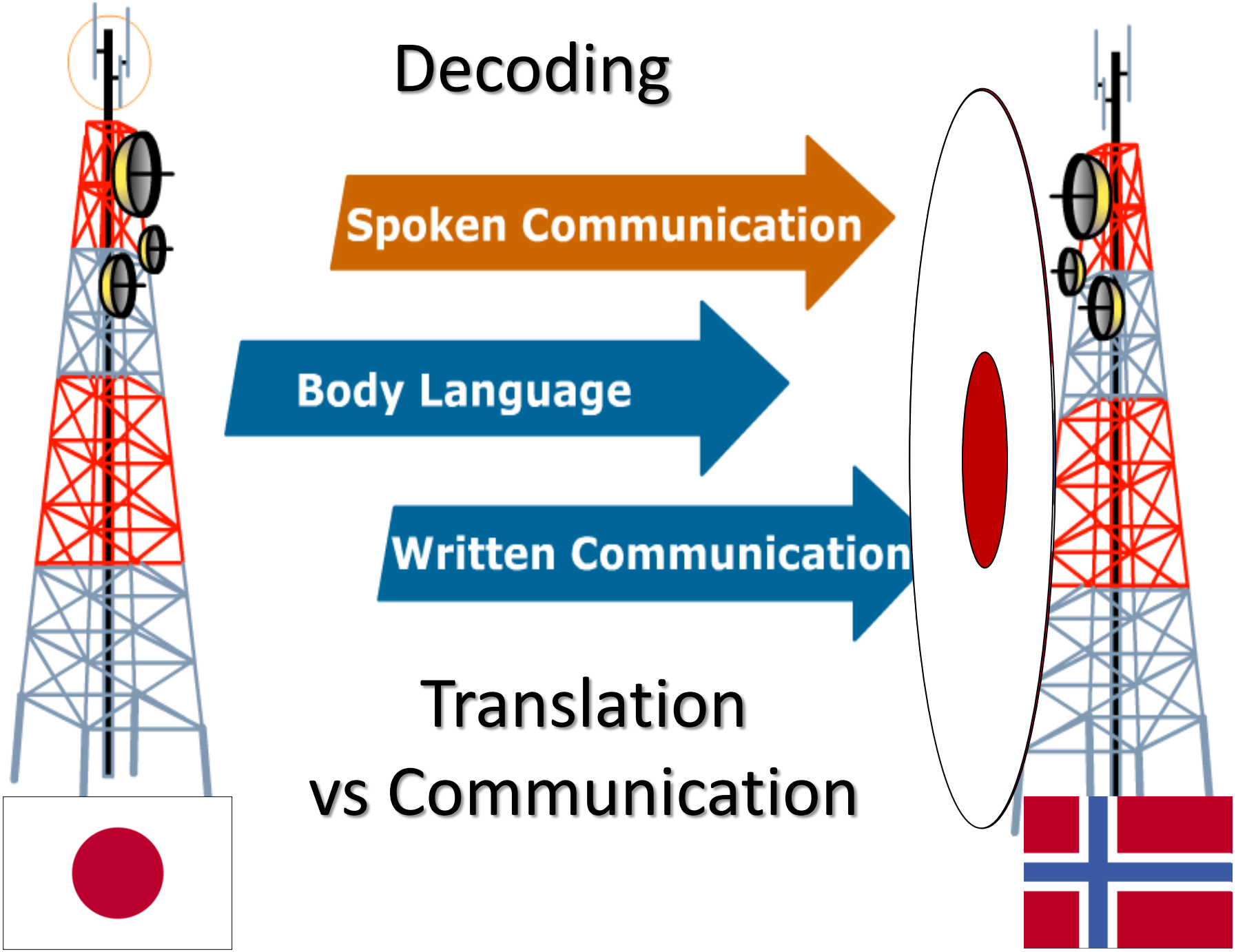
«It’s not about what you see, it’s about what you perceive»





Perception (from the Latin perceptio,percipio) is the organization, identification, and interpretation of sensory information in order to represent and understand the environment

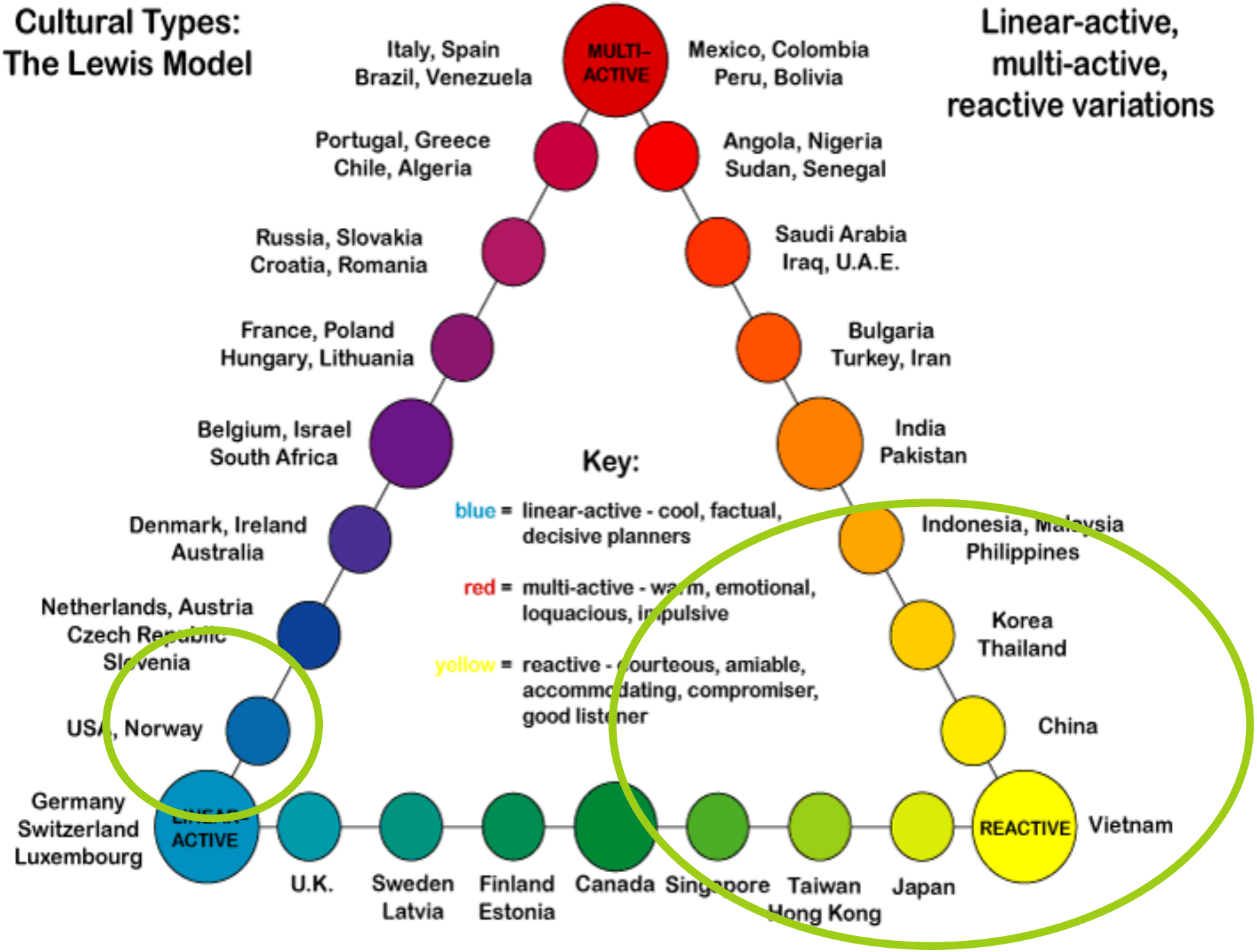
- Source Wikipedia


Decoding
Spoken Communication
Body Language
Written Communication
Translation
vs Communication

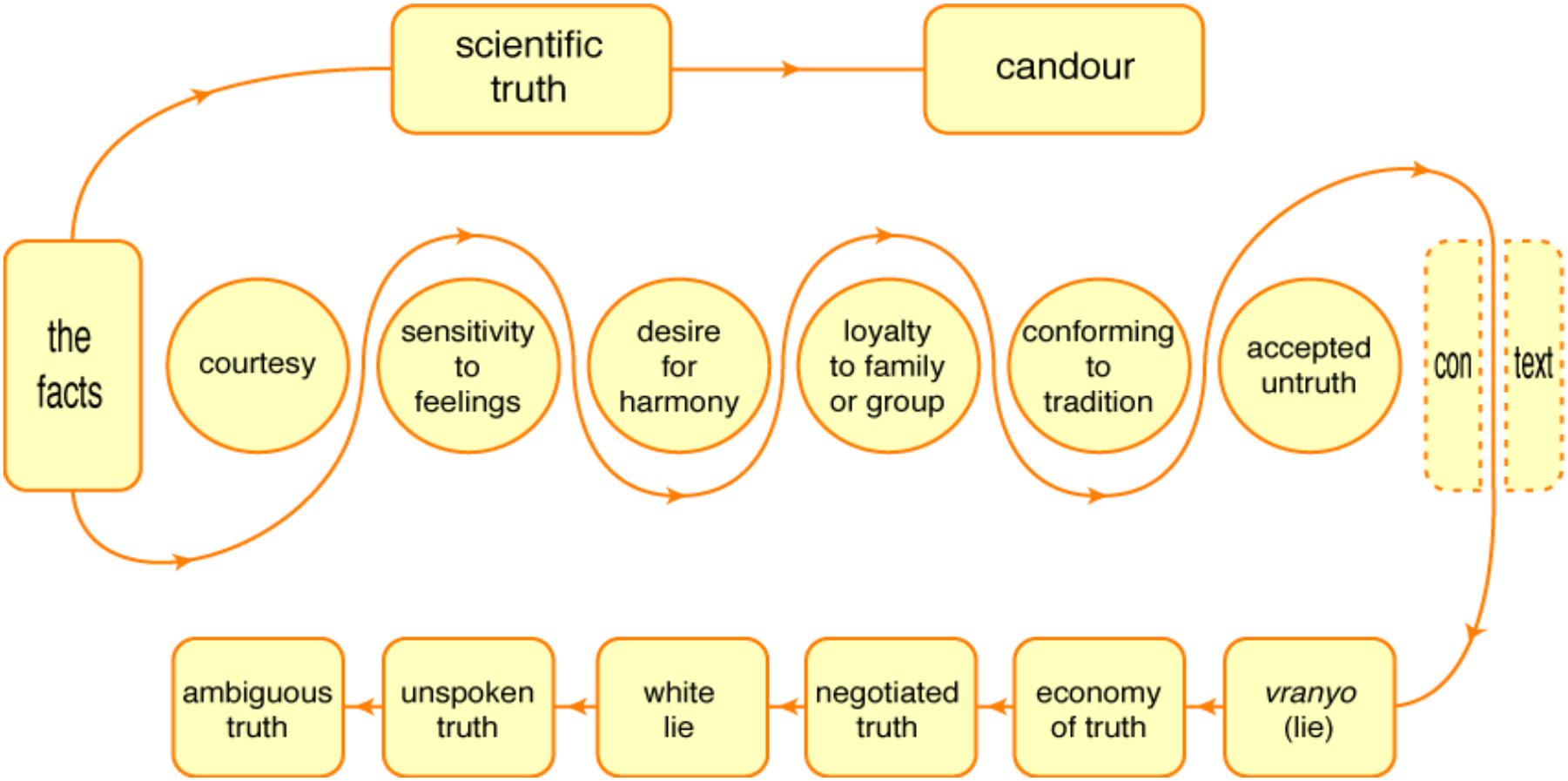
Oppdatert kunnskap er en viktig del…

Cultural Types: The Lewis Model

Linear-active, multi-active, reactive variations



… erfaring også viktig…



knowledge

experience

reflection

Forretningsmodellen din

Key Partners
Partnere

VERDISKAPING i NORGE
Hvilke partnere har du?

GJENNOM-FØRINGSEVNE
Har du partnere som leverer kjerneaktiviteter eller ressurser?

Key Activities
Kjerneaktiviteter

GJENNOM-FØRINGSEVNE
Hvilke aktiviteter må du utføre?

Key Resources
Ressurser

GJENNOM-FØRINGSEVNE + VERDISKAPING
Har du ressurser til å levere verdiløftet?

Value Propositions
Verdiløfte

NYHETSVERDI
Er verdiløftet unikt og differensiert?

Customer Relationships
Kunderelasjon

MARKEDS-POTENSIAL
Hvordan bygger du relasjon til kundene?

Channels
Kanaler

MARKEDS-POTENSIAL
Når du frem til kundene dine?

Customer Segments
Kundesegment

MARKEDS-POTENSIAL
Kjenner du kundene dine og kundenes behov?

Cost Structure
Kostnader

Hva vil det koste deg å drive forretnings-modellen?

Revenue Streams
Inntektsstrøm

Hvor mye og hvordan er kundene dine villige til å betale for å få dekket dette behovet?

http://businessmodelgeneration.com

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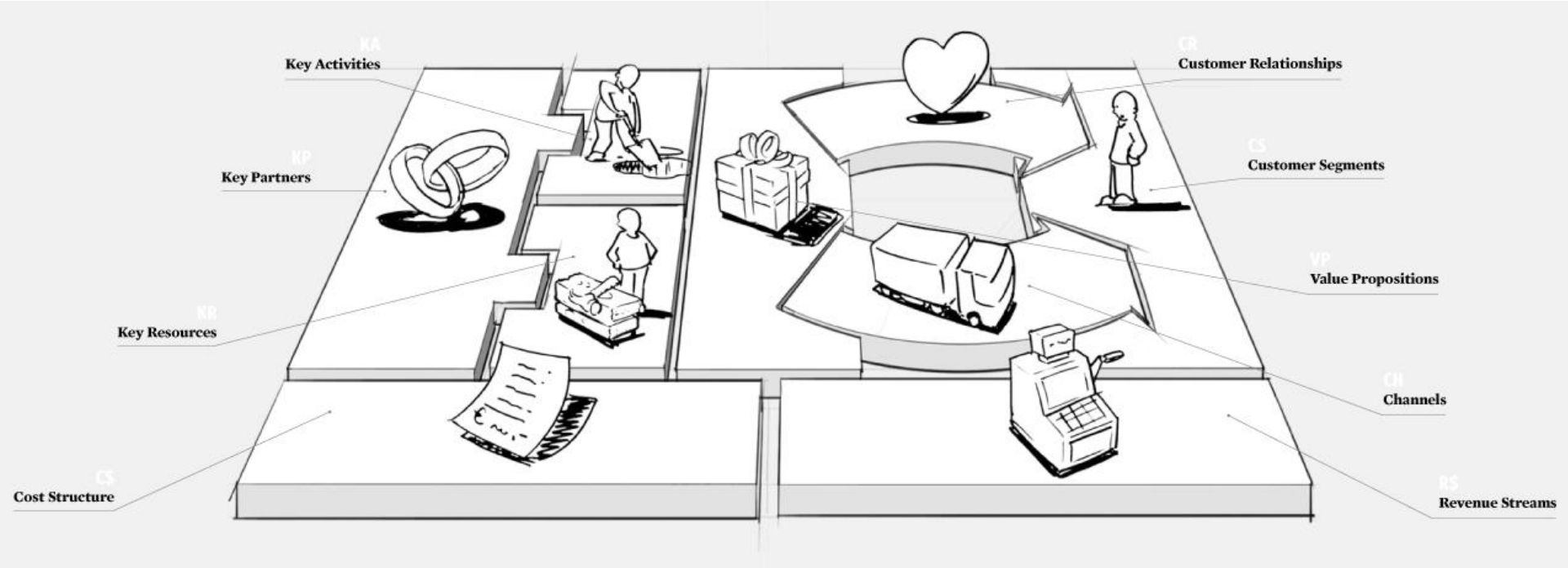
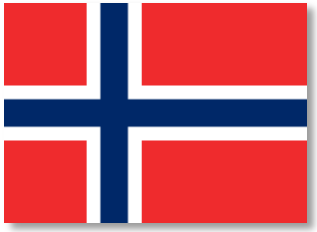
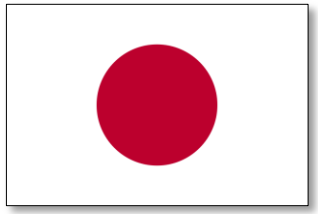
Hva må endres?



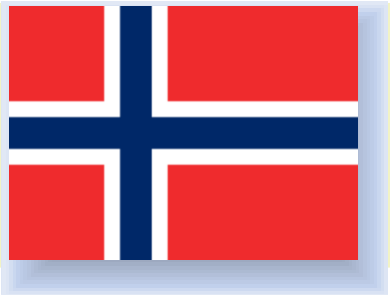
BusinessModelCanvas – fra boka BusinessModelGeneration skrevet av Alexander Osterwalder & Yves Pigneur, Wiley forlag 2010

Which needs, pains and gains?





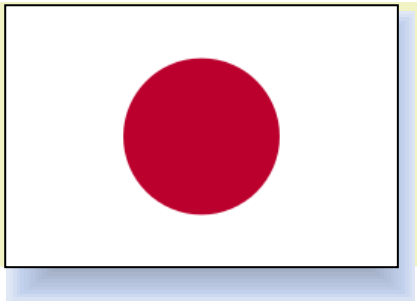
Comfort
Quality of Life
Equality
Best Welfare



Customer Service
Convenience
Competition

NECESSITY LUXURY

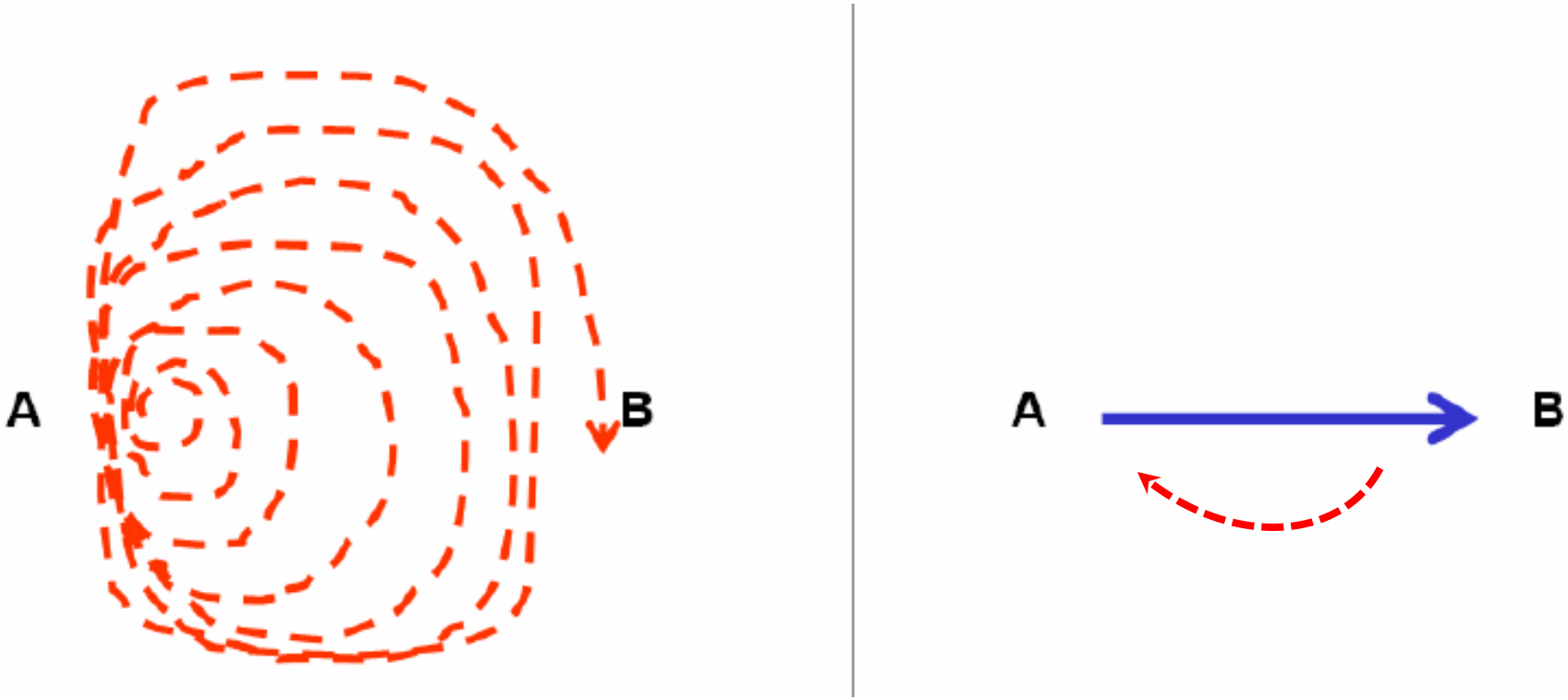
Customer Service
Convenience
Competition
Minimum Welfare



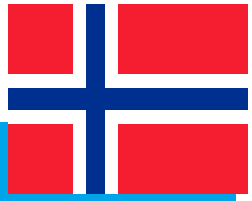
Comfort
Quality of Life
Equality

69

Decision making

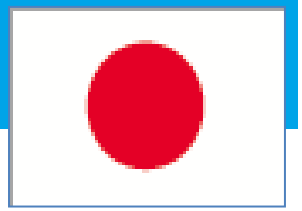


Uncertainty Avoidance

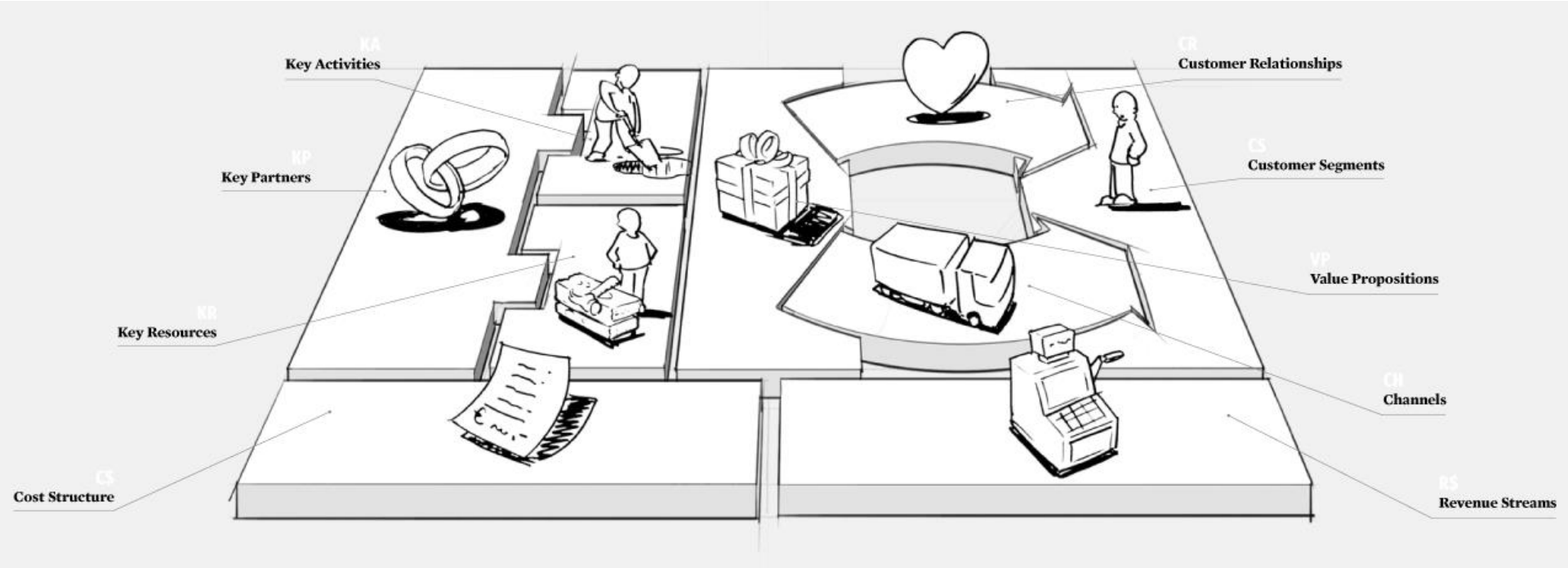


Uncertainty in life is normal and there's not much we can do about it

We can counteract the uncertainties in life by planning very carefully



Adapting the business mo



BusinessModelCanvas – fra boka BusinessModelGeneration skrevet av Alexander Osterwalder & Yves Pigneur, Wiley forlag 2010

My advice

Focus on the similarities

- not just the differences.

Reflec

Learn from others, get more experience

- Language → Culture
- Country Experience
  - Student
  - Working
- Personal Network

thank you!

M. + 47 920 67377
@svendhaakon
haakon.kristensen@innovationnorway.no

Innovation in Learning & Success Through a Global Mindset

9.00-9.15	**Velkommen** *Rowena Thakore, Head of Sales, EF Corporate Solutions*
9.15-9.30	**EF: Opening the World through Education** *Anja Salo, Regional VP, EF Corporate Solutions*
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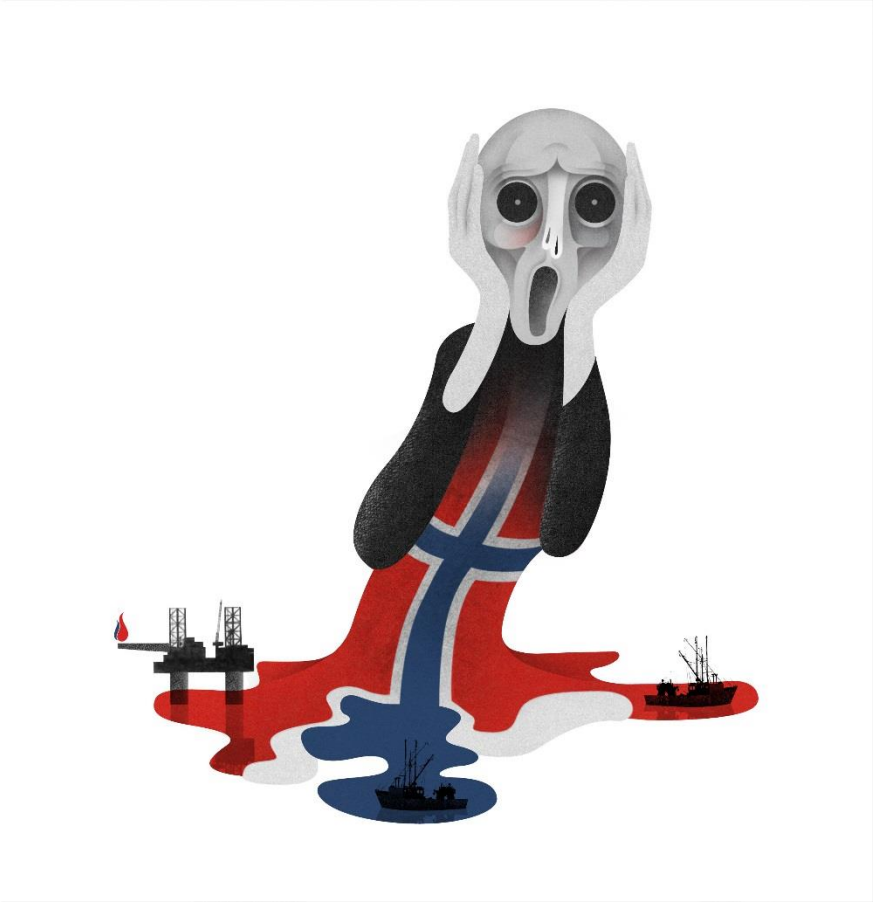
The Economist
Immigration: Obama gets it right
The rift between China and North Korea
Can Egypt's revolution be rescued?
How to reform America's lawyers
The mystery of the Birdmuda Triangle
The next supermodel
Why the world should look at the Nordic countries
A 14-PAGE SPECIAL REPORT



- ✓ Performance Culture
- ✓ Adoption to Globalization
- ✓ «Do the Right Thing»

EVRY

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På tvers av grenser mot et felles mål

Hvordan kunnskap deles i en global organisasjon

Kirsten Munch, Global Head of Enablement

In business for people.

- En organisajon i endring, fra lokal til global
- People centric – learning on the job i praksis og på tvers av grenser
- Virtuell versus klasserom

Proprietary and Confidential

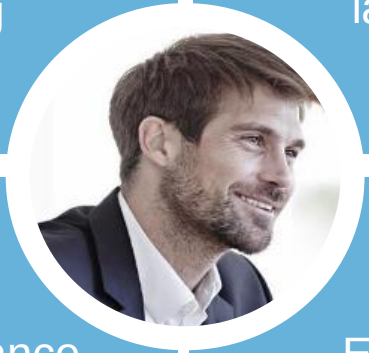
Endring

Hvordan få en elefant til å danse

Hvorfor er læring et viktig verktøy i en global endringsprosess? Hva skal til?

Hvem er vi nå? Hvordan gjøre en ny strategi til en naurlig del av alles hverdag

Virtuelt: Sosialt og mobilt læringsmiljø, 24/7

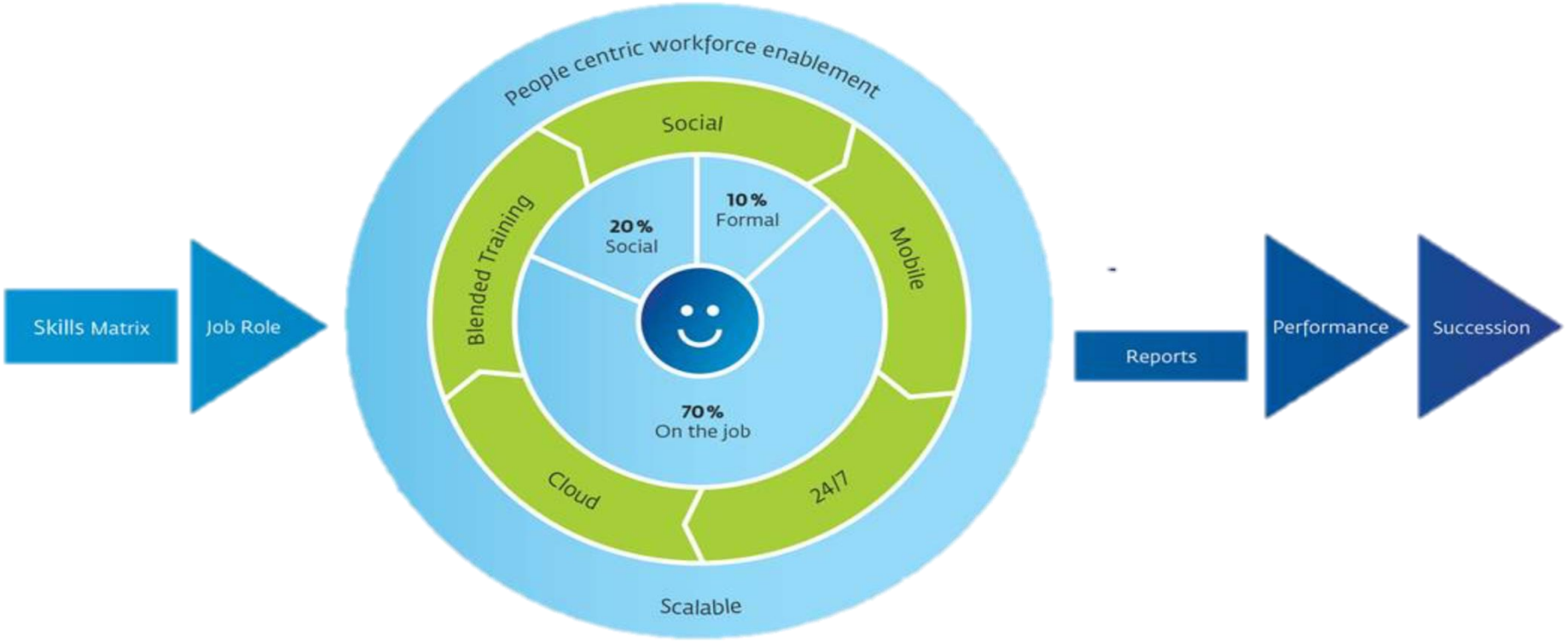


En link mellom utvikling og performance, talent og karriereplanlegging for de ansatte i Unit4

Relevans:
Eierskap til leveransene og innhold

Proprietary and Confidential

Mennesket i fokus



Proprietary and Confidential

Mobile

View courses on the go, with your laptop, or mobile devices (iOS & Android apps available)

Benefit. You get more **flexibility**:
- content available 24/7
- access content anywhere
- view content offline

Analytics

myCampus gives us a lot of new data to crunch.

Benefit. This helps us **improve**:
- our learning material
- your learning experience

Cloud

myCampus courses are available on demand and in the cloud. **Access more content 24/7**:
- outside the UNIT4 network
- worldwide.

Benefit. **Focus on learning** rather than travelling to a course location and save:
- travel costs
- travel time

Social

You learn from instructors **and** your peers

myCommunity: UNIT4Me's own learning community.

Technology increases group cohesion and mutual support through online communities

UNIT4Me

myCampus & SMAC

Access - learn any time & any place

Choice - browse the variety of content

Power - learn as **you** like:
- at your own pace
- from the experts
- from your peers

Mastery-based learning

Progress by showing that you have understood the content

Learn at your own pace. You:
- don't have to wait for others
- can revisit content as you wish

Benefit: helps you stay **motivated**

Virtual learning:

Instructor and participants meet online.

Course content and communication delivered online.

Virtual learning in UNIT4Me

Unit4Me – vår virtuelle verden

LEARN, SHARE and GROW

Unit4Me

myCampus

Wide range of learning opportunities

24/7

myCommunit

Interact & share information and knowledge

Peer-to-Peer

YOUniversity

YOUniversity
LEARN • SHARE • GROW

Who we are

YOUniversity is responsible for facilitating workforce enablement at Unit4. YOUniversity is there to serve all Unit4 employees and the partner network in their professional development.

What we do

YOUniversity supports you in your professional development through Unit4Me, our virtual platform.

What you get

- Learning opportunities for the digital citizen
- To learn when you need it 24/7
- To learn from your peers
- A variety of learning content
- A professional learning environment

TO WIN

Confidence

Fun

Inspiration

Control

Involvement

YOU WANT

To learn

Knowledge

Pride

Excitement

Efficiency

TO GROW

TO SHARE

Drive change

Flexibility

Skills

Proprietary and Confidential

Professional development

Experienced instructors

Blended learning

Certification

YOU GET

People-centric experience

Continuous support

Structured curriculum

Social interaction

myCommunity

myCampus

Peer-to-peer learning

24/7

Up-to-date information

Become a first class digital citizen...

YOUniversity

‘Tell me and I forget
Teach me and I remember
Involve me and I learn’

Benjamin Franklin

Innovation in Learning & Success Through a Global Mindset

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Trudi West

Trust in International Teams

© Ashridge Executive Education 2016

Why me?

- Background
- Research
- Global Clients
- Type of work

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Why me?

- Background
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SIEMENS

M&G INVESTMENTS

colt

CBRE

CLIPPER ROUND THE WORLD

Callcredit

Heineken

BG GROUP

KANTAR WORLDPANEL

Continental

CBRE GLOBAL INVESTORS

Abu Dhabi OCEAN RACING

informa bringing knowledge to life

ICRC

Civil Service

SWAROVSKI

Fenner Fenner (India) Limited

SAB MILLER

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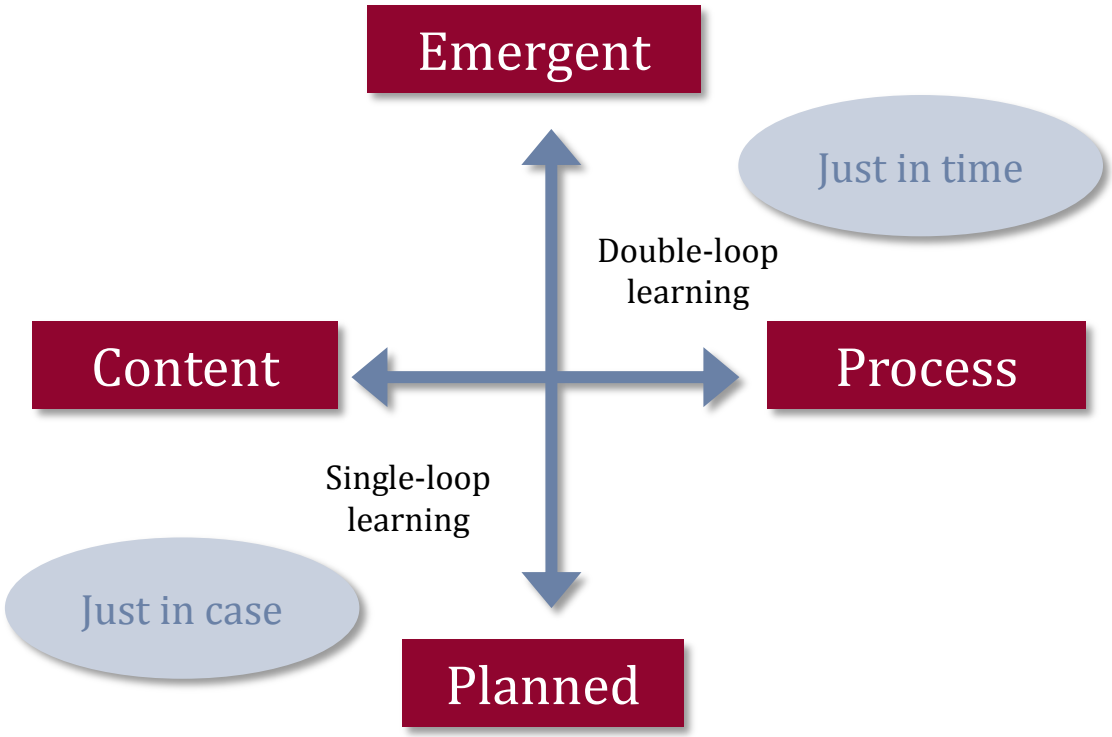
Approach for learning…



CONTENT
Rigorous, research based content to support understanding of the concepts we'll be working with to develop capability – **WHAT** they are learning

PROCESS
Paying attention to the processes of learning itself; the dynamics of the group and awareness of self and others; including neuroscience – **HOW** they are learning

PLANNED
Intentionally creating a design that introduces concepts to develop capability – **WHEN** they are learning

EMERGENT
Providing space, and responding where necessary, to the needs of the group, and the organisation – **WHERE** they are learning.

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This workshop…

- What is winning?
- Trust
- Cultural differences
- Diversity
- Working virtually
- Curiosity
- A commitment!

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Workshop 1 - What is winning?

In pairs – discuss

- What does ‘winning’ mean for you and your international team (real or imagined)
- What could get in the way of your work together?

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Challenges for teams

- Managing expectations
- Integration of members
- Sleep (emails and time differences)
- Support
- Function
- Approach
- Communication
- Trust

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Why trust matters?

To create ‘winning’ international teams

“*Trust is about knowing your partner will be reliable, that he will deliver against a set of recognisable values and that it is a reciprocal agreement in which both sides participate*” Maister

© Ashridge Executive Education 2016

What is TRUST

- Reliability
- Credibility
- Intimacy
- Undone by Self interest

Maister

© Ashridge Executive Education 2016

A treasure hunt?

© Ashridge Executive Education 2016

Global Businesses

© Ashridge Executive Education 2016

Cultural differences of Trust - higher or lower?

Norway	Switzerland	India
Sweden	Canada	China
Denmark	USA	Emirates
UK	Japan	

Meyer (2015)
Navigating the Cultural Minefield. HBR

© Ashridge Executive Education 2016

Beware - the privilege of ‘dominant groups’

- Time differences
- What do you see in the mirror?
- External vs internal perspectives

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Diversity

Greater diversity in the team is associated with:

- better innovation
- team resilience
- higher quality of performance overall.

Flint-Taylor (2014)

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Diversity

Not as simple as putting together a group of individuals with a mix of backgrounds, experience, knowledge, views, abilities and traits.

Flint-Taylor (2014)

© Ashridge Executive Education 2016

Diversity

Requires skilful management to ensure that people are

- suited to their roles
- debate is constructive
- differences are valued and respected
- and the style of working is collaborative

Flint-Taylor (2014)

© Ashridge Executive Education 2016

Communication

- ‘Name the elephant in the room’
- ‘Tie the bell to the cat’

- ‘The squeaky wheel gets the oil’
- 'The nail that sticks out shall be hammered down'?

- What sound does a chicken make in Thailand?
- What about a dog?

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Workshop 2 - Working virtually

Working in pairs (stand up and go and find someone new!)

- Discuss why you have virtual meetings
- What do you find works well?
- Again - what gets in the way?

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Working virtually continued…

What works best for you?

- Meeting face to face first?
- Use a visual platform such as Skype?
- Allow time to connect… at the beginning and in the middle?
- And at the end…to acknowledge the process, feelings and to say goodbye properly?
- Unconstrained by social expectations – can walk around, can even lay down?
- Create an environment of feedback and support?
- Virtual nodding?

© Ashridge Executive Education 2016

Curiosity!

Ask questions – and listen to the answer

Test assumptions

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Note - the power of silence

What does silence mean?

- Awkward?
- Embarrassing?
- Nothing to say?
- Thinking?

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Developing globally competent leaders…

Having an organisational strategy which aims to develop:

Self-awareness:

- *"I understand my experiences and my biases and I am open to new behavioural and mental choices"*

Inclusiveness:

- *"I want to include opposing points of view in my decision-making process"*

Inquisitiveness:

- *"I don't understand it all, but I am curious enough to ask insightful questions"*

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Workshop 3 - A commitment?

Turn to your original partner…

- What is one thing you will do differently tomorrow?

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Questions?

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References

- Flint-Taylor (2014). *Strength in diversity – a leadership perspective*. The People In Aid newsletter (Oct – Jan)
- Cary Cooper, Jill Flint-Taylor & Michael Pearn (2013) *Building resilience for success – a resource for managers and organizations*, Palgrave Macmillan
- Meyer (2015). *Navigating the Cultural Minefield*. HBR
- UNC Leadership Survey (2015). *Connect and Compete: Developing Globally-Competent Leaders*

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Takk for i dag!

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