

Unfolding Diversity - Harvesting Excellence

A Successful Intercultural Leadership and Collaboration Approach

Addressing most culture dimensions but with a focus on international culture differences

A Capacity Workshop Building Advanced Leadership Competency

1 ECTS with Silvie Klein-Franke

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1. Course Description & Overview

Diversity enriches universities with new knowledge and competencies that open the way to new perspectives, innovative options and flexible modes of action. To make use of these options and to avoid time-consuming and cost-intensive mistakes or conflicts, those responsible for or involved in respective teams can prepare consciously. Highest-level advanced leadership practices in academic institutions are essential for employee satisfaction and retention, for creating a context for teams to perform well, and for institutional competitiveness in the local and global academic arena.

Aim

By the end of the seminar participants will have gained awareness, insights and experiences that will afford them greater interest, understanding and enthusiasm in international and intercultural settings and develop their intercultural competencies. They will be more aware of intercultural dimensions and will have reflected possible conflict situations and therefore be able to identify and avoid them more easily. They will have gained a variety of practices that will enable them to handle successfully international situations ranging from contributing as a member in or as a recruiter

of an international team, to leading such teams, coping with intercultural teaching situations or supporting international students and colleagues effectively.

Workshop content

The seminar is designed out of many years of broad intercultural experience including quite different settings (membership in international teams, leadership of international teams, expatriate in several countries, female professor & expert, multi-professionalism including moving from natural sciences to the social sciences, from academic to profit to non-profit sectors, working throughout generations and status-groups, experience with mental and physical health issues etc.). Through this authenticity the seminars are convincing and gain a broad reach, also inter-linking intercultural relations with sister topics and relating them concretely to the actual diversity topics of the organization.

1. Inner attitude and personal competencies

- Realization of differences, distinguishing between how others perceive you and how you perceive yourself;
- Norms and values, and the relevance of stereotypes;
- Insights, analysis and reflection skills in complex situations;
- Intercultural awareness and sensitivity to the underlying dynamics of intercultural issues;
- Ability to identify and manage culture-shock;
- Constructive and open communication in international environments;
- Anticipate and avoiding conflict situations;
- Realization of creative and innovative potential as a motivation for international collaboration.

2. Know-how, factors, specific examples, background and practical experiences and tools

- Internationalization: risks and opportunities;
- Personal leadership in intercultural settings;
- International teamwork - cooperation principles in heterogeneous groups, leadership in such groups;
- Innovation through diversity – strategic use of cultural differences and synergies;
- Personnel recruiting for international engagements, skill portfolios for internal assignments.

The competencies trained are not culture specific but relevant to all cultures and therefore while fundamental, do not replace the need on occasion for culture-specific training.

A methodological mix is used. Theoretical interdisciplinary impulses, personality typing, competence analysis, assessment / feed-back, guided reflection, group work, culture-simulation, role play, case studies, interviews, short presentation, discussion, Open Space, paradoxical intervention,

examples and analysis enable participants to reflect on culture and encountering other cultures. With simulation games, you gain in-depth practical understanding including emotional experience and you develop competencies to deal with the challenges and pitfalls of intercultural collaboration.

This four-session course is organized around video lectures by experts which weave together cross-disciplinary insights from a broad variety of fields.

You will see startling new viewpoints and understand the relevance to engage consciously and constructively in group-dynamics for your own and our collective future.

In four sessions and interactive conversations with Silvie Klein-Franke, participants will explore intercultural collaboration in depth and the critical roles that diversity in academia is playing in reshaping educational institutions as well as the broader society.

Session 1: Introduction & Setting the Stage

- **Intercultural challenges (in academia)**
- **Diversity & excellence**
- **Learning styles**

Session 2: Setting the Stage

- **Pattern recognition & neuroscience**
- **Culture definition and dimensions**
- **In-group/out-group phenomena**

Session 3: Culture in Context

- **Development Model of Intercultural Sensitivity**
- **Cultural framework of differences**

Session 4: Conclusions & Outlook

- **Leading diverse teams**
- **Participants' presentations applying course**

2. About Silvie Klein-Franke

Instructor

Silvie Klein-Franke, Certified Management Consultant (CMC). Counseling, process support and capacity building towards agile, learning organization and leading heterogeneous groups. Coaching and mentoring.

Work experience:

More than 28 years of leadership and management experience with up to 80 nationalities in universities, taking international and interdisciplinary teams through change and reorganization processes. Among others: reorganization of a center for the tropics (Göttingen), a university language center, building a career service and placement center (Innsbruck), coordination of an international and technical women's university (Hannover & Hamburg) and - as a senior manager and professor of applied sciences reorganizing the diploma-program into 4 international BA- & MA-programs for working and full-time students at the Management Centre Innsbruck. Coaching and mentoring of female and international professors at the universities of Basel and Freiburg.

Expert affiliations and awards:

EU-expert intercultural and social competence (Leonardo) and in gender (EU research framework). Diversity-auditor and process supporter for Stifterverband der dt. Wissenschaft, leadership, diversity and change program partner for the Swiss National Science Foundation, the German Ministry of Science (BMBF) and others. Auditor for innovative teaching award, Ministry of Science Baden-Württemberg. International Constantinus-Award 2008 for staff development, International Certified Management Consultant since 2009.

Education:

Certified Careers Advisor, studies in Strategic Human Resources, Leadership, Learning Organization, Diversity and Change, PhD as Biochemist at the Max-Planck-Institute for Immunology. Mobile part of dual career couple with 4 kids.

References:

Education sector: Federal Ministry of Education and Research DE, Swiss National Science Funding Foundation, Stifterverband für die dt. Wissenschaft, Ministry for Science, Research and Arts Baden-Württemberg, Ministry of Agriculture, Ecology and Consumer Protection Mecklenburg-Vorpommern, Ministry of Travel, Innovation and Technology (AT), Max-Planck-Society, German Aerospace Association, Universities of Basel, Bern, EAWAG/EMPA, ETH Zürich, St. Gallen, ZHAW, Universities of Bonn, Freiburg, Göttingen, Heidelberg, Stuttgart, Würzburg, OTH Regensburg, HTW Landshut, University of Innsbruck, Management Centre Innsbruck, St. Pölten & Wels.

Private, government and non-profit sector: European Women's Managers Development Network (EWMD), Blum International/Julius Blum GmbH, Counties of Tyrol and Vorarlberg, Employment Centre Vienna, FemTech Austria, Global Marshal Plan, HeadQuarters Austria, International Conference

of Women Engineers and Scientists, Kommunalkredit Austria, Lufthansa Technical Training, Menarini, Mentoring Platform Tyrol, PDA-Group, Ski Association Austria, Tyrol Health Insurance, Rolls-Royce Europe, ZF Friedrichshafen.

3. Calendar Overview

	Date	Topic
Pre-session	Do finish for 1st session please!	<ol style="list-style-type: none"> 1. Think of a postcard/ picture/ item with which you can introduce yourself and have it ready to show on the 1st course day and a picture of it to upload or send me for upload 2. Watch video and reflect insights: RSA ANIMATE: The Secret Powers of Time 3. Take the time paradox test here 4. Reflect: how could your time orientation be a cause of conflict in a team /as a leader? 5. Possibly still watch a long version here 6. Read "Towards Ethnorelativism" 10' 7. Philip Zimbardo: Heroic Imagination Project or website 10' 8. Look up Bystander training 10'
Day 1	7 hours incl. break, 8:15 am – 5 pm	
Session 1 Introduction & Setting the Stage		<ul style="list-style-type: none"> • Welcome, check-in & introductions • Intercultural challenges (in academia) • Diversity & excellence • Learning styles <p>Discussion of pre-session homework</p>
Session 2 Setting the Stage		<ul style="list-style-type: none"> • Pattern recognition & neuroscience • Culture definition and dimensions • In-group/out-group phenomena
Day 2	7 hours incl. break, 8:15 am – 5 pm	
Session 3 Culture in Context		<ul style="list-style-type: none"> • Development Model of Intercultural Sensitivity • Cultural framework of differences
Session 4 Conclusions & Outlook		<ul style="list-style-type: none"> • Participants' presentations applying course Participants' presentations applying learnings to own example/setting & discussion • Leading diverse teams

9. Further Reading

Global Skill Set

Communicating Across Diversity

- Bennett, M. J. (2001). *Basic concepts of intercultural communication: Selected readings* (1. publ., 5 [print.]).
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- Gundling, E. (2011). *What Is Global Leadership? 10 Key Behaviors That Define Great Global Leaders*. Mountain View, USA. Davies-Black.
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- Laplane, L. et al (2019). Why science needs philosophy. 3948–3952|*PNAS*|March 5, 2019|vol. 116|no. 10. Online: <https://www.pnas.org/content/pnas/116/10/3948.full.pdf>
- Ostrom, E. (2005). *Understanding institutional diversity*. Princeton, NJ: Princeton University Press.

- Maznevski, M., Stahl, G. K. & Mendenhall, M. (2013). Towards an integration of global leadership practice and scholarship: Repairing disconnects and heightening mutual understanding. *European Journal of International Management*, 7, 493-500.
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Change (Org. & Society)

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Sustainability

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Risks & Chances

- Harari, Y. N. (2019). *21 lessons for the 21st century* (First published in Vintage).
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