

The background is a vibrant blue gradient. It features several white silhouettes of people in various poses, some holding hands, suggesting a global or multicultural theme. There are also circular patterns and gear-like shapes, some of which are semi-transparent, creating a sense of interconnectedness and movement. The overall aesthetic is modern and professional.

Managing Culture in International Projects: Developing Global People

**Helen Spencer-Oatey &
Stefanie Stadler**

Overview

- Introduction
- Case Study (Interactive discussion session)
- Global People resources
 - Global People Toolkit
 - Global People Website
- Question and answer session



Introduction

eChina-UK Programme

- Set of Sino-British collaborative projects on eLearning in education
- Funded by HEFCE (£4M) & supported by Chinese MoE
- Involved British and Chinese universities working in partnership
- 4 initial projects, 3 follow-up projects, with each project having core team of about 16 to 35

eChina-UK Programme

Phase 1 (Initial projects): 2003–2005

- 3 Sino-UK project teams worked collaboratively to develop e-learning materials in teacher training
- 1 project conducted overarching research

See <http://www.echinauk.org/>

eChina-UK Programme

Phase 2 (Follow-up projects): 2005–2007

- 3 Sino-UK project teams worked collaboratively to develop e-learning materials for further aspects of teacher training:
 - English for Chinese academics
 - e-Educator project
 - Intercultural pedagogy

See <http://www.echinauk.org/>

Key Parties in the Programme

Stakeholder/
Management

HEFCE

MoE

U of
Nottingham

BNU

BFSU

Lead
Universities

WUN

Open/
Cambridge

Tsinghua U

Team
Members

Senior
Management

Academics

Technical
Staff

Trainees

eChina-UK Programme

Key Aims of the eChina-UK Programme

- Develop & pilot innovative online teacher training courses for teachers at secondary and tertiary levels
- Strengthen collaboration between China and the UK
- Disseminate generic insights on a range of issues, including the benefits & challenges of working interculturally

Global People Project

Phase 3 (Global People): 2008–2009

Key Aims

- Review the literature on intercultural competence and on working across cultures
- Analyse data from the eChina-UK Programme & Projects from an intercultural perspective
- Develop a resource bank that is of practical value to those working in international projects (especially in HE)

Case Study

Global People Resources: Toolbook

Developed by
Nigel Ewington, Stuart Reid, Helen
Spencer-Oatey & Stefanie Stadler

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 collaboration or partnership

- with Activities, Tips and Tools

Global People Toolkit

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

Sources of Information: Research based, with authentic examples from the eChina-UK Programme

Global People Toolkit

- Five-stage life cycle model
- Core activities for each stage
- Set of intercultural competencies to underpin the successful achievement of the activities
- Learning process model – builds active learning into the collaborative process

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
- Key tips
- Project management tool

Global People Toolkit

Practical focus:

- Activity-oriented
- Illustrated with authentic case studies
- Practical tips
- Tools for use
- Guidance on using the Toolkit in practice
- Additional material on the website

Global People Resources: Website

Global People Resources: Website

The screenshot displays the Global People website interface. At the top left, the 'WARWICK' logo is visible. The main header features the 'GlobalPeople' logo. A navigation menu on the left includes links for Home, Life Cycle Model, Competency Framework, Learning Model, Resource Bank, About us, and Contact us. The main content area is titled 'Global People' and contains a 'Welcome' section with a paragraph about the website's purpose. Below this is a 'Using this site' section with a list of four main sections: Life Cycle Model, Competency Framework, Learning Process Model, and Resource Bank. At the bottom, a footer area shows the user is signed in as 'Hale Isik-Guler (elspah)' and the browser status bar indicates 'Internet | Protected Mode: On' and '100%' zoom.

WARWICK

Text only • Notify • Edit • Sign out

GlobalPeople

Home

Life Cycle Model

Competency Framework

Learning Model

Resource Bank

About us

Contact us

Global People

Welcome

Welcome to the **Global People** website and resource bank. This site is for people who wish to become more effective at working across cultures. It provides access to new research, current thinking and practical resources to help achieve this.

The Global People initiative grew out of a major collaboration between UK and Chinese universities, the [eChina-UK Programme](#), but the scope of its work goes beyond the UK and China to address issues that affect all intercultural partnerships.

Using this site

There are **four main sections**:

- ❖ **Life Cycle Model:** a guide for those planning, managing or reviewing a project or partnership. A more detailed version of the model is available in the Toolbook, which can be downloaded from the Resource Bank.
- ❖ **Competency Framework:** a presentation (with examples) of the competencies underpinning intercultural effectiveness - of especial interest to those researching and teaching in this field;
- ❖ **Learning Process Model:** a simple model for those wishing to build more effective learning into their intercultural team or partnership;
- ❖ **Resource Bank:** a set of more detailed reports, reviews and research papers written by the Global People team. They are available to download in pdf format.

We hope you enjoy visiting this site, find useful resources to help you build intercultural effectiveness personally and/or in your international team, and that you will thereby take a step towards Global People competence!

Signed in as
Hale Isik-Guler (elspah)

Internet | Protected Mode: On

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Global People Website

- Overview of the Global People Life Cycle Model
- Competency framework
- Learning process model
- Research bank with pdfs of all documents

Global People Website

Competency framework

- Four competency clusters:
 - Knowledge & Ideas
 - Communication
 - Relationships
 - Personal qualities and dispositions

Global People Website

Competency framework

- Descriptions of the competencies in each of the clusters
- Authentic examples (some with audio clips) of each of the competencies, to illustrate
 - How the competency manifests itself;
 - Why the competency is important or is needed;
 - How the competency can be displayed in behaviour;
 - What problems may occur when the competency is not present.

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Learning Process Model

- Highlights three main phases:
 - Acquisition
 - Awareness
 - Embedding



Global People Website

Learning Process Model

- Emphasises the key phases that require conscious attention for effective learning
- Provides a simple model to use in the planning and management of a project
- Makes it easy to link the learning stages to the main life cycle stages and to the key intercultural competencies.

Global People Website

Learning Process Model: Practical Focus

Suggests how to use the model by:

- Planning for learning
- Building in reflection
- Sharing and embedding
- Reviewing, reflecting, revising



Global People Website

Resource Bank

Hard copy of the Toolkit

Pdf documents (free of charge):

- *Intercultural Effectiveness in Global Education Partnerships. (A Landscaping Study)* Stuart Reid, Stefanie Stadler & Helen Spencer-Oatey

Global People Website

Resource Bank

Pdf documents (free of charge):

- *Global People Toolbook: Managing the Life Cycle of Intercultural Partnerships.*
Nigel Ewington, Stuart Reid, Helen Spencer-Oatey & Stefanie Stadler
- *An Intercultural Competency Framework.*
Helen Spencer-Oatey & Stefanie Stadler

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Resource Bank

Pdf documents (free of charge):

- *A Learning Process Model for Intercultural Partnerships.* Stuart Reid
- *The Learning Process in Intercultural Collaboration: Evidence from the eChina-UK Programme.* Stuart Reid

Global People Website

Resource Bank

Pdf documents (free of charge):

- *Sino-British Interaction in Professional Contexts*. Stefanie Stadler & Helen Spencer-Oatey

Any Questions?