**Pathways for a Shared Future – Changing Roles in a Globalised World**

**Workshop 3 – Intercultural Leadership and Change**

**Globalisation**

- Many benefits, challenges, but we cannot escape it
- Divisions between those who can access the Internet and those who cannot – increasing the gaps
- We must balance the economic and socio-cultural aspects of globalisation (homogenizing effect, e.g. English)

**Universities in the Modern World**

- New pressures that universities are under: funding which used to be provided by the state must now be found privately, which is excluding many of the poorer students
- Universities are now primarily concerned with making money/attracting international students – even with partnerships with other universities, the aim is to improve the reputation of the institution
- Organisations are now seen as “organisms” rather than “machines” – acknowledging networks, communities, knowledge and learning systems

**Leadership**

- There is leadership at every level of society – family, friends, group, students union, faculty, etc..
- Leadership is difficult, both within and between cultures – and has been greatly complicated by globalisation
- There are over 800 definitions of leadership
- “There are many bosses and managers, but very few leaders”
- “We are over-managed, and under-led”
- Positions do not create leaders - leaders are the result of a learning process
- Leadership is inseparable from values (much more so than management)
- Leaders must drive change (is this an obligation?) and if this change is to be intercultural, so must the leaders have intercultural understanding and competencies
- Institutions as the object of leadership as well as training leaders

**Culture**

- The complexity of the concept of culture (multiple levels, identity, religion, etc)
- Culture not only refers to individuals, but it is the total experience of groups
- We must learn about cultures, we must understand cultures, and co-exist with and embrace different cultures. In this context, communication does not just mean information, but it means understanding of the other. There must be interaction with the other – we become partners in solutions of problems
- We share so much, we have so much in common – but within the complexity of reality
- Identity is flexible and situational
- We must go beyond a superficial understanding of culture
- *When properly managed, cultural diversity becomes an asset rather than a liability*

**Pathways to a Shared Future**

- We must not only accept cultural differences, we must know and understand them
- Encouraging intercultural fluency – just as we encourage fluency in languages
- HEIs must benefit from under-utilised pools of human talent and experience
- Development and change must benefit all – but especially the most disadvantaged
- Where is the starting point for reform? – Organisations are naturally resistant to change
Both local and international students and staff benefit from their interaction – and this must be promoted through activities, programmes and be reflected in university curricula.

**Intercultural competencies must be part of university programs**

- HEIs must be profitable, must be sustainable
- *Universities must set an example and educate future leaders*
- Mandatory courses for intercultural competence? (for leaders and for students)
- Curricula for intercultural leadership courses must include ethics

**Policy Recommendations**

- We must emphasise the centrality of *culture* in debate, acknowledging “taboo” subjects such as religion and philosophy
- Intercultural training for leaders, including practical training and ethics, to promote intercultural leadership
- Integrate the values of intercultural involvement into the mission statements, policies and curricula of universities, as instruments to achieve change

**Attributes**

- Teamwork
- Communication skills
- Problem solving
- Critical thinking
- Intercultural literacy

**Values**

- Recognising and Using Diversity
- Languages
- Ethical values
- Dignity of Human Beings

*Curriculum is the instrument for this*