EARMA ANNUAL CONFERENCE NEW HORIZONS IN RESEARCH MANAGEMENT



Contextual Communication; communication differences relevant to our profession

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[running as loop and fullscreen while participants enter the room]

<u>http://www.youtube.com/watch?v=NjTtF</u>
<u>vLD_bE</u>



CONTEXTUAL COMMUNICATIONS; communication differences relevant to our profession

Marjolein van Griethuysen, GSBI

Andreja Zulim de Swarte, UMC Utrecht

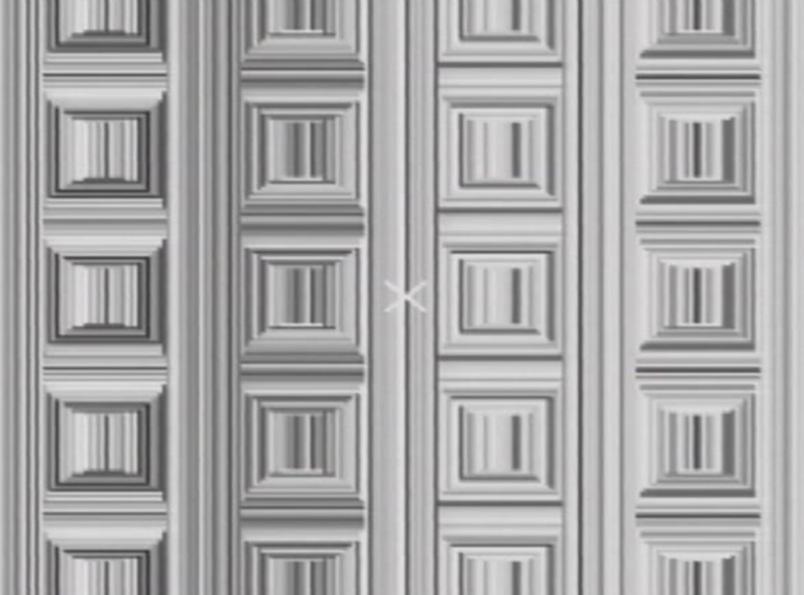


YOU CANNOT NOT COMMUNICATE



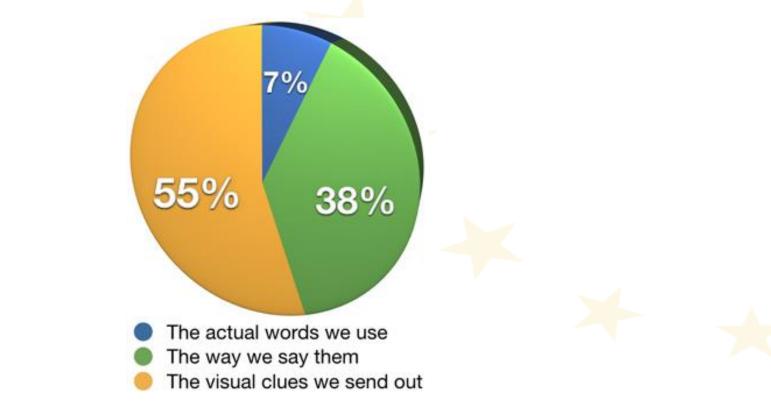
How many circles do you see?

• Add



ĖARN

Effective communication



(Albert Mehrabian model)



Effective (contextual) communication

- Communicating takes place in context. With or without words.
- Conveying messages or understanding messages is always there.

• Context or words as means of expression is culturally dependent.



Levels of communicating

High level context

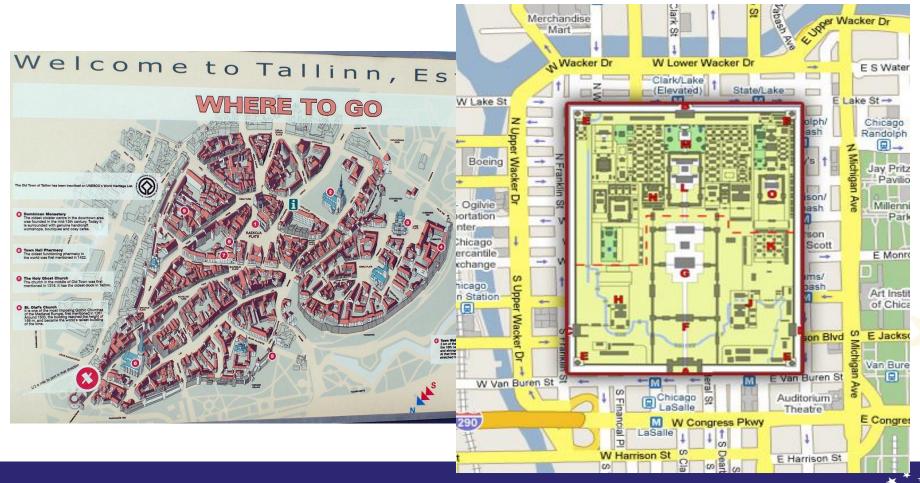
- A lot of unspoken information is <u>implicitly</u> transferred during communicating.
- Hofstede: collectivistic approaches for regulating professional interactions

Low level context

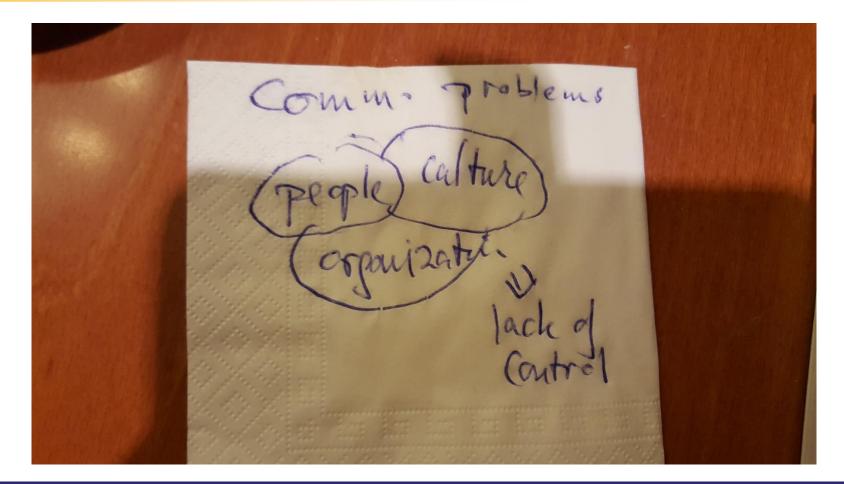
- A lot of information is exchanged <u>explicitly</u> through the message itself and rarely <u>implicit</u> or hidden.
- Hofstede: individual approaches for regulating professional interactions



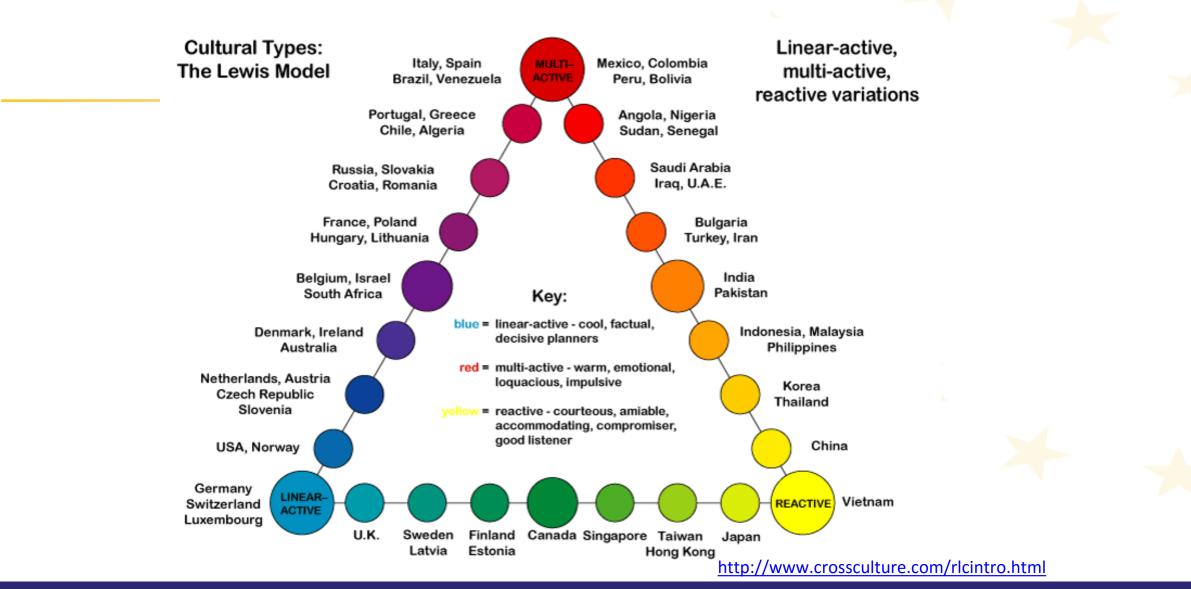
Tallinn versus Chicago & mental map for navigating



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When Cultures collide: Richard Lewis (dividing cultures)

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Uses mainly facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Interweaves the social and professional	Connects the social and professional
Separates the social and	Interweaves the social and	Connects the social and



BRIDGING THE GAP

Assessing ('JUDGING')



Ingredients of active listening

• 5 key elements to active listening:

- 1. Pay Attention
- 2. Show That You're Listening
- 3. Provide Feedback
- 4. Defer Judgment
- 5. Respond Appropriately





Intercultural (contextual) communication in practice

- Notes for the observers:
 - Listen patiently
 - Take note on what you see, hear, feel
 - Capture direct quotes
 - Write down your immediate thoughts without worrying about an interpretation
 - Capture themes and questions that you have
 - How do people interact?
 - What frustrates/motivates the persons?
 - What do the people care about most?
 - What was most surprising/memorable?



Group work

Group in 2 or 3 , use examples to create a dialogues out of a given role.

2-3 actors, 1 observer, 10 min'

Main questions (for observer)

- How do you BUILD cooperation?
- How do you MAINTAIN cooperation?
- How do you SUSTAIN cooperation?

Feedback 2' per group



Feedback

- Feedback per group + observer notes
- Discussion
- What works? What doesn't work?
 - the obstacles and how to overcome them

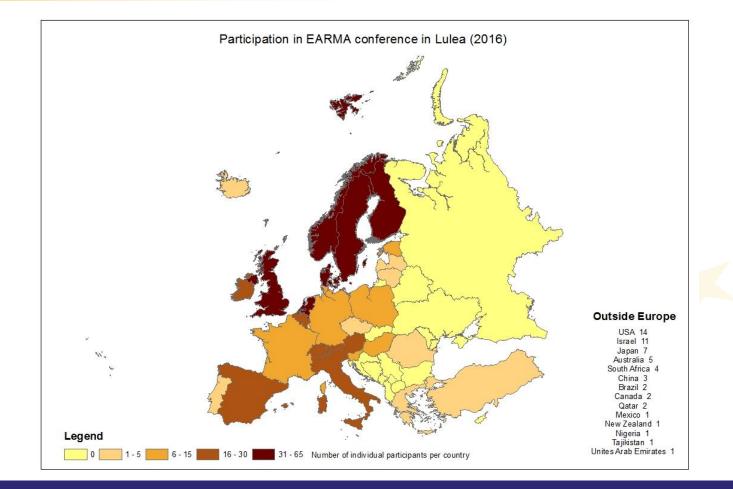


Intercultural (contextual) communication in practice - tools

- 'Ingredients' of a professional contextual communication
- Navigating tool(s) (eg. Lewis model, levels of communications)
- Active listening (5 key elements)
- Build, maintain and sustain a collaboration
- Model of the CDWG ('Frank')
- EARMA Mapping



Participation in EARMA conference in Lulea





- On behalf of the Working Group: Cultural Diversity in RMA
 - Marjolein Griethuysen, Global Scientific Business Innovations info@gsbinnovations.eu
 - Andreja Zulim de Swarte, University Medical Center Utrecht A.ZulimdeSwarte@umcutrecht.nl

