



## Beyond 'Erasmus'!

### Be a Better Entrepreneur: Live Abroad

*De meest confronterende stelling van de leerlingseminaries 'De wereld aan je voeten' en hoogst waarschijnlijk ook, in de toekomst, tijdens ouderavonden, is de visie dat wanneer al onze pas gepromoveerde bachelors – of masters – onmiddellijk na hun studies een of twee jaar in het verre buitenland gaan 'werken' – in een totaal andere cultuur - dit moet leiden tot de creatie van 200.000 nieuwe banen 'hier'.*

**'Circulaire migratie' voor 'al' onze pas gepromoveerde bachelors (of masters), die gedurende een jaar (of twee?) op meer dan 3.000 km van hun kerktoren gaan 'werken' (niet 'studeren')**

- dit is weggelegd voor 100% (niet 8%) van onze jongeren (geen budgettaire problemen);
- de kans is gering dat het Erasmus-streefdoel van 20% wegens budgettaire problemen ooit bereikt wordt;
- 'werken' is waardevoller dan 'studeren';
- wij moeten **verder durven kijken dan de Europese 'kerktoren'**
- wij moeten dringend massaal 'zakelijke' contacten opbouwen **over gans de wereld**;
- wij moeten dringend en massaal **nieuwe 'ideeën' opdoen van over gans de wereld** (producten, diensten, processen die inspelen op echte, nieuwe noden van toekomstige 'consumenten' van over gans de wereld);
- mensen die gedurende zekere tijd in een totaal andere cultuur 'gewerkt' hebben (dus een niet-Europese cultuur) worden betere ondernemers, innoveren meer en schoppen het verder in hun leven.

**Besluit. 'Circulaire migratie' voor 'al' onze jongeren: dé passe-partout oplossing – op termijn – voor al onze problemen? – Bestaan er wel mirakeloplossingen op de korte termijn?**

*Er bestaan dus blijkbaar geen korte termijn oplossingen om onze economie een nieuwe boost te geven. Een kans voor de overheid om volgend platform **top-prioritair** uit te bouwen:*

- ✓ Een infrastructuur 'facilitator' voor het vinden – per jaar - van:
  - een tijdelijke baan voor 50.000 pas afgestudeerde Vlamingen op 3.000 van kerktoren (circulaire migratie 'out');
  - een tijdelijke baan voor 10.000 pas afgestudeerde buitenlanders in Vlaanderen (circulaire migratie 'in')

## Biculturalism and integrative complexity as key drivers of creative and professional success.

By Tadmor, Carmit T.; Galinsky, Adam D.; Maddux, William W. (*Insead*, Northwestern's Kellogg School of Management, Tel Aviv University)

*Journal of Personality and Social Psychology*, Vol 103(3), Sep 2012, 520-542.

<http://psycnet.apa.org/journals/psp/103/3/520>

- **Patterns of home and host cultural identification can explain which individuals who have lived abroad achieve the greatest creative and professional success;**
- **biculturals exhibited more fluency, flexibility, and novelty on a creative uses task and produced more innovations at work;**
- **bicultural professionals achieved higher promotion rates and more positive reputations compared with assimilated or separated individuals.**

The current research investigated how **patterns of home and host cultural identification can explain which individuals who have lived abroad achieve the greatest creative and professional success**. We hypothesized that individuals who identified with both their home and host cultures (i.e., biculturals) would show enhanced creativity and professional success compared with individuals who identified with only a single culture (i.e., assimilated and separated individuals). Further, we expected that these effects would be driven by biculturals' greater levels of integrative complexity, an information processing capacity that involves considering and combining multiple perspectives. Two studies demonstrated that **biculturals exhibited more fluency, flexibility, and novelty on a creative uses task (Study 1) and produced more innovations at work** (Study 2) than did assimilated or separated individuals. Study 3 extended these findings to general

professional outcomes: **Bicultural professionals achieved higher promotion rates and more positive reputations compared with assimilated or separated individuals.** Importantly, in all 3 studies, integrative complexity mediated the relationship between home/host identification and performance. Overall, the current results demonstrate who is most likely to achieve professional and creative success following experiences abroad and why.

## Be a Better Manager: Live Abroad

*William W. Maddux, Adam D. Galinsky, and Carmit T. Tadmor*

<http://hbr.org/2010/09/be-a-better-manager-live-abroad/ar/1>

**People who have international experience or identify with more than one nationality are better problem solvers and display more creativity, are more likely to create new businesses and products and to be promoted. Provided that you integrate and adapt to the countries where you live and become bi- or multicultural**

Travel and living abroad have long been seen as good for the soul. What's perhaps less well-known is that they're also good for the company. People who have international experience or identify with more than one nationality are better problem solvers and display more creativity, our research suggests. What's more, we found that people with this international experience are more likely to create new businesses and products and to be promoted.

## Do you agree with Harvard that global people are more creative?

***If you work or study abroad you are likely to be more creative, a better problem solver, start new businesses, be a better manager, get promoted and create new products. Provided that you integrate and adapt to the countries where you live and become bi- or multicultural***

<http://catarinaworld.com/do-you-agree-with-harvard-that-global-people-are-more-creative/>

**Do you agree with the professors that the more exposure you get to different situations, problems, scenarios and cultures the more enhanced and creative your ability to solve problems will be?**

### Harvard Business Review article

According to research carried out by professors William W. Maddux, Adam D. Galinsky, and Carmit T. Tadmor and published in Harvard Business Review "[Be a Better Manager: Live Abroad](#)" people who are international or have more than one nationality benefit from it in many ways.

Bicultural individuals scored higher than monoculturals on the different tests carried out which, as the professors put it, is good for companies. That's not saying that monocultural people don't have the qualities tested, merely that being international further develop those qualities in an individual. There are also, in my opinion, other ways for monocultural people that are open minded and curious to broaden their mind, be more flexible and hence increase their creativity. The comments to the HBR article agree or disagree depending on if the person has lived abroad or not.

### Conclusions a reflection of future businesspeople

Already today the world is irrevocably one global market. Next generation of businesspeople will prove the professors' findings correct. Already now young people study and work abroad like never before and are fluent in English at an early age. Local and regional businesses will increasingly start operating on a global level and bi- or multicultural experience will hence gradually increase.

### Propitious timing of HBR article

Thinking out of the box is essential in our integrated world and an ability to approach issues from different global perspectives is becoming increasingly important. The option of academically testing how exposure to different cultures increase your abilities to look at problems from new and previously alien perspectives never even entered my mind. The world is gradually becoming one huge country and the timing of the findings published in Harvard Business Review are hence propitious. In the future more and more people will look at the world as their market and be prepared to move to the other side of the globe to get a job. If the professors findings contribute to making more people realise the benefits of becoming global citizens it will be beneficial.

### Global experience makes you flexible

Have learnt a multitude from various cultures. The most educational experience was Saudi Arabia. Almost every day something happens that you have never experienced before, positive or negative. And frequently it's simply a question of adapting or failing. The same actually applies to when I lived in Japan, but to a lesser degree. It was a positive surprise that research published in Harvard Business Review indicate that being a "global citizen" develop your abilities. That not only international but **also local businesses will increasingly benefit from global minds.**