

# Hva tjener en forsker på å være mobil? Og hva er gevinsten for arbeidsstedet?

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Konferanse Forskningsbarometer 2014

Oslo, 7 May 2014

# Mobile Me

Yugoslavia, Novi Sad  
Norway, Oslo  
England, Oxford  
USA, Palo Alto  
Saudi Arabia, Jeddah  
China, Beijing  
France, Fontainebleau  
Singapore  
USA, Boston  
Norway, Oslo



# Mobility is not just about location

**Academia to business**

**Large organization to small organization**

**Public to private ownership**

**Corporate citizen to independent advisor**

**Maths to computer science to finance**

**There are many dimensions to mobility.**

**Every sector,  
every subject,  
every company  
has a valuable culture  
worth sharing.**



# The REAL Journey



The people we meet,  
the lessons we learn

**Just one short question first.**

**What can Norway  
and Norwegian researchers  
learn from others?**

**It is always a two-way relationship.  
Although not always symmetrical.**



# Global Attractiveness

#1

UN's Human Development Index (HDI)



**Table 1: Human Development Index and its component**

See attachment for dataset notes, definitions, and sources

	2012 HDI	Name	Type	Abbreviat.
1	1	Norway	Ranked Country	NOR
2	2	Australia	Ranked Country	AUS
3	3	United States	Ranked Country	USA
4	4	Netherlands	Ranked Country	NLD
5	5	Germany	Ranked Country	DEU
6	6	New Zealand	Ranked Country	NZL
7	7	Ireland	Ranked Country	IRL
8	7	Sweden	Ranked Country	SWE



Prosperity Index, Legatum Institute: #1  
Economist IU Democracy Index: #1

# Global Competitiveness

The Global Competitiveness Index 2013–2014 rankings  
World Economic Forum

#11



GCI 2013–2014				
Country/Economy	Rank (out of 148)	Score (1–7)	Rank among 2012–2013 economies*	GCI 2012–2013
Ireland	1	5.67	1	1
Singapore	2	5.61	2	2
Switzerland	3	5.54	3	3
Germany	4	5.51	4	6
United States	5	5.48	5	7
Sweden	6	5.48	6	4
Hong Kong SAR	7	5.47	7	9
Netherlands	8	5.42	8	5
Japan	9	5.40	9	10
United Kingdom	10	5.37	10	8
Norway	11	5.33	11	15
Taiwan, China	12	5.29	12	13
Qatar	13	5.24	13	11
Canada	14	5.20	14	14
Denmark	15	5.18	15	12

re?

IMD World Competitiveness Scoreboard: #8

# Global Visibility of Universities

Times Higher Education ranking 2013

>#200

201-225	<u>Middle East Technical University</u>	Turkey	Data withheld by THE
201-225	<u>Lomonosov Moscow State University</u>	Russian Federation	Data withheld by THE
201-225	<u>Nagoya University</u>	Japan	Data withheld by THE
201-225	<u>Northeastern University</u>	United States	Data withheld by THE
201-225	<u>University of Oslo</u>	Norway	Data withheld by THE
201-225	<u>Pompeu Fabra University</u>	Spain	Data withheld by THE
201-225	<u>Queen's University</u>	Canada	Data withheld by THE
201-225	<u>University of Science and Technology of China</u>	China	Data withheld by THE



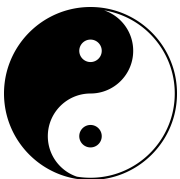
Norwegian universities between 201 and 301:

University of Oslo

University of Bergen

NTNU in Trondheim

University in Tromsø





# Necessity, the Mother of Invention

E.g.: Bloomberg Philanthropies Mayors Challenge 2014:

155 applying cities come from 28 countries

63% involve technology

14% involve open innovation

73% rely on academics / scientists



Only 1 application from Norway



21 finalists:

5 from the UK

2 from Bulgaria

1 from Sweden

0 from Norway

# Unexpected Inspiration

## Mr Mobility

Genghis Khan established a remarkable governing structure that grafted the best that East and West had to offer onto a local foundation



Never stop innovating

# Inspire Mobility

**#1**

**Because you will LEARN things  
you haven't even dreamt of.**



**All creativity is  
combinatorial.**

# Inspire Mobility

**#2**

**Because you will  
be inspired to think BIGGER.**

If you are going to be thinking anything,  
You may as well be thinking big.



**#3**

**Because you need to practice  
being ADAPTIVE  
in this changing world.**



What use is being able to learn,  
if there is no will to change?

# Inspire Mobility

**#4**

**Because you need  
INDEPENDENCE  
to do your best thinking.**



Organizations, by their very nature are designed to promote order and routine. They are inhospitable environments for innovation.



**#5**

**Because you will become a part  
of a constructive NETWORK.**

If you want to go fast,  
go alone;  
to go far,  
take your friends



# Inspire Mobility

**#6**

**Because life is short  
and you should  
make the most of it.**



Is it not strange that desire should so  
many years outlive performance?

# An Active Talent Pipeline



In the end, talent is  
what is going to  
make or break us.



A Microsoft® Subsidiary

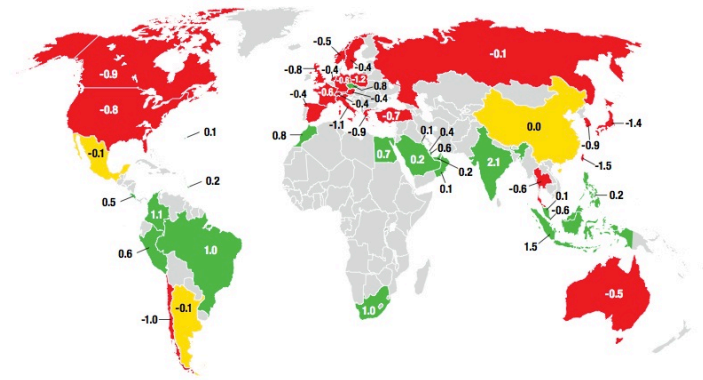
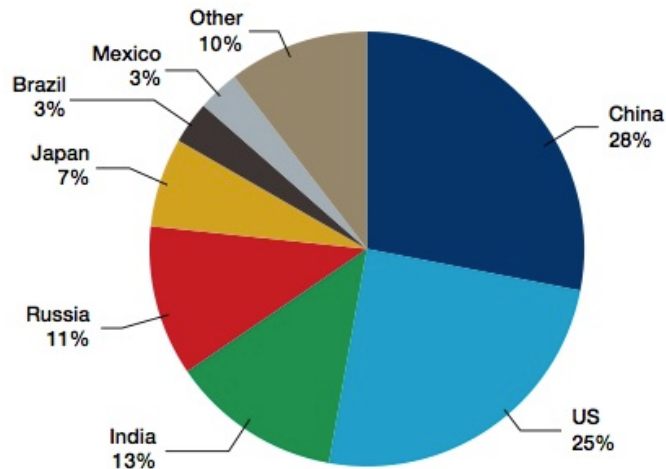


[ **simula** . research laboratory ]

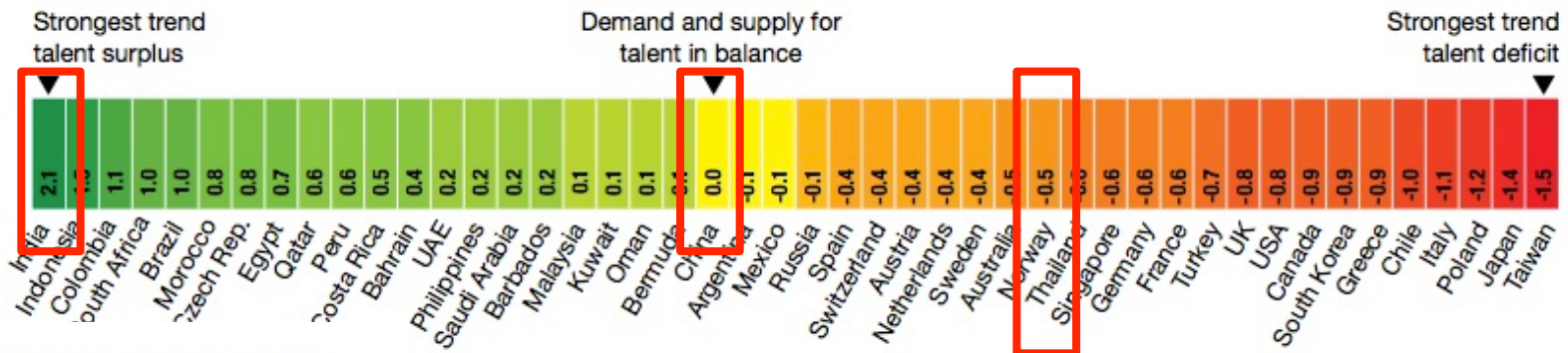
# Global Mobility

## Size of college-educated talent pool

Tertiary educated ("talent"): E7 and G7 countries—2021



The mismatch between supply and demand for talent in 2021



# New Skills



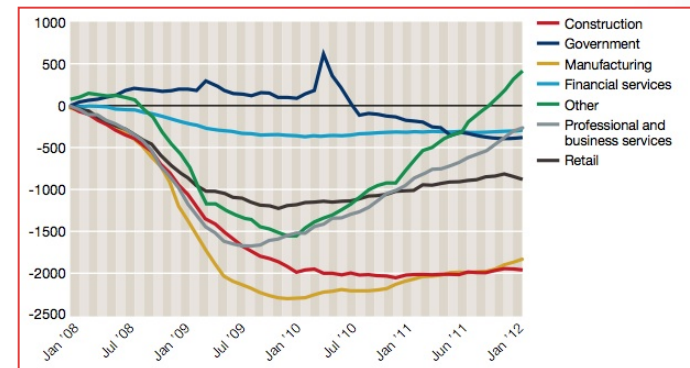
Skills in high demand over the next five to 10 years

Digital skills				
Digital business skills	Ability to work virtually	Understanding of corporate IT software and systems	Digital design skills	Ability to use social media and "Web 2.0"
50.6%	44.9%	40.1%	35.2%	29.3%

Agile thinking skills				
Ability to consider and prepare for multiple scenarios	Innovation	Dealing with complexity and ambiguity	Managing paradoxes, balancing opposing views	Ability to see the "big picture"
54.8%	46.0%	42.9%	40.9%	15.3%

Interpersonal and communication skills				
Co-creativity and brainstorming	Relationship building (with customers)	Teaming (including virtual teaming)	Collaboration	Oral and written communication
48.3%	47.4%	44.9%	30.4%	29.0%

Global operating skills				
Ability to manage diverse employees	Understanding international markets	Ability to work in multiple overseas locations	Foreign language skills	Cultural sensitivity
49.1%	45.7%	37.5%	36.1%	31.5%



# Advantages of Mobility for Employers

1. Access to (the right) talent
2. Access to (relevant) markets
3. Creativity and entrepreneurship





# Some Global Talent Management Trends

1. Use more sophisticated analytical tools for making global decisions.
2. Use segmentation to understand talent categories, differences and gaps.
3. Optimize talent by deciding where to invest and where to prune.
4. Shift from a risk-averse to a risk-aware mindset.
5. Align HR strategies with business transformation objectives.



# Norways Mobility Advantages

+



1. Great society
2. Work culture
3. Life balance
4. Innovation clusters
5. Transparency & trust
6. Petroleum fund
7. Healthy environment

0



1. Powered by nature
2. Salmon
3. Birkebeiner

-



1. Weather
2. Social homogeneity
3. Immigration policies
4. Oil splurge
5. Language and geography
6. Alternative cost
7. Lutefisk

# What can we do better?

## Institutions

1. Be an international player in your field
2. Be flexible and open to change
3. Speak English, accommodate int'l social expectations
4. Recruit actively from top universities
5. Recruit a critical mass of international talent
6. Create a complete talent value chain
7. Drive culturally-agnostic promotions and recruitment
8. Set up onboarding-programs for international talent
9. Reward mobility both ways

## Norway

1. Promote more effectively your unique advantages
2. Balance breadth with depth

# Norway 2014

**We cannot be the cheapest;  
So we have to be the best.**

Well then.

To be best,  
we need to know the best,  
work with the best,  
and outperform the best.

Thank You



This Will Make You Smarter

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