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

Silvija Seres
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 any 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

UN’s Human Development Index (HDI)

Table 1: Human Development Index and its component

<table>
<thead>
<tr>
<th>2012 HDI</th>
<th>Name</th>
<th>Type</th>
<th>Abbreviation</th>
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<tbody>
<tr>
<td>1</td>
<td>Norway</td>
<td>Ranked Country</td>
<td>NOR</td>
</tr>
<tr>
<td>2</td>
<td>Australia</td>
<td>Ranked Country</td>
<td>AUS</td>
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<td>3</td>
<td>United States</td>
<td>Ranked Country</td>
<td>USA</td>
</tr>
<tr>
<td>4</td>
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<td>NLD</td>
</tr>
<tr>
<td>5</td>
<td>Germany</td>
<td>Ranked Country</td>
<td>DEU</td>
</tr>
<tr>
<td>6</td>
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<td>Ranked Country</td>
<td>NZL</td>
</tr>
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<td>7</td>
<td>Ireland</td>
<td>Ranked Country</td>
<td>IRL</td>
</tr>
<tr>
<td>8</td>
<td>Sweden</td>
<td>Ranked Country</td>
<td>SWE</td>
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Prosperity Index, Legatum Institute: #1
Economist IU Democracy Index: #1
Global Competitiveness

The Global Competitiveness Index 2013–2014 rankings
World Economic Forum

#11

<table>
<thead>
<tr>
<th></th>
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<td>Finland</td>
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<td>United Arab Emirates</td>
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<td>5</td>
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<td>10</td>
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<td>5.37</td>
<td>10</td>
<td>8</td>
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<tr>
<td>Norway</td>
<td>11</td>
<td>5.33</td>
<td>11</td>
<td>15</td>
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<tr>
<td>Taiwan, China</td>
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<td>12</td>
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<td>Qatar</td>
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<tr>
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<td>5.20</td>
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<td>14</td>
</tr>
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<td>Denmark</td>
<td>15</td>
<td>5.18</td>
<td>15</td>
<td>12</td>
</tr>
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</table>

IMD World Competitiveness Scoreboard: #8
Global Visibility of Universities

Times Higher Education ranking 2013

<table>
<thead>
<tr>
<th>Rank</th>
<th>University Name</th>
<th>Country</th>
<th>THE Rank</th>
</tr>
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<tbody>
<tr>
<td>201-225</td>
<td>Middle East Technical University</td>
<td>Turkey</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>Lomonosov Moscow State University</td>
<td>Russian Federation</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>Nagoya University</td>
<td>Japan</td>
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<tr>
<td>201-225</td>
<td>Northeastern University</td>
<td>United States</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>University of Oslo</td>
<td>Norway</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>Pompeu Fabra University</td>
<td>Spain</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>Queen's University</td>
<td>Canada</td>
<td>Data withheld by THE</td>
</tr>
<tr>
<td>201-225</td>
<td>University of Science and Technology of China</td>
<td>China</td>
<td>Data withheld by THE</td>
</tr>
</tbody>
</table>

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

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.
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

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

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

Size of college-educated talent pool

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

- China 28%
- US 25%
- India 13%
- Russia 11%
- Japan 7%
- Brazil 3%
- Mexico 3%
- Other 10%

The mismatch between supply and demand for talent in 2021

Oxford Economics
### New Skills

Skills in high demand over the next five to 10 years

<table>
<thead>
<tr>
<th>Digital skills</th>
<th>Ability to work virtually</th>
<th>Understanding of corporate IT software and systems</th>
<th>Digital design skills</th>
<th>Ability to use social media and “Web 2.0”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital business skills</td>
<td>44.9%</td>
<td>40.1%</td>
<td>35.2%</td>
<td>29.3%</td>
</tr>
<tr>
<td>50.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agile thinking skills</th>
<th>Ability to consider and prepare for multiple scenarios</th>
<th>Innovation</th>
<th>Dealing with complexity and ambiguity</th>
<th>Managing paradoxes, balancing opposing views</th>
<th>Ability to see the “big picture”</th>
</tr>
</thead>
<tbody>
<tr>
<td>54.8%</td>
<td></td>
<td>46.0%</td>
<td>42.9%</td>
<td>40.9%</td>
<td>15.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interpersonal and communication skills</th>
<th>Co-creativity and brainstorming</th>
<th>Relationship building (with customers)</th>
<th>Teaming (including virtual teaming)</th>
<th>Collaboration</th>
<th>Oral and written communication</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>48.3%</td>
<td>47.4%</td>
<td>44.9%</td>
<td>30.4%</td>
<td>29.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global operating skills</th>
<th>Ability to manage diverse employees</th>
<th>Understanding international markets</th>
<th>Ability to work in multiple overseas locations</th>
<th>Foreign language skills</th>
<th>Cultural sensitivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>49.1%</td>
<td>45.7%</td>
<td>37.5%</td>
<td>36.1%</td>
<td>31.5%</td>
</tr>
</tbody>
</table>
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.
Norway's Mobility Advantages

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

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