



# **Promoting European Innovation Culture**

**Verbesserung der Zusammenarbeit in  
internationalen Projekten**

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**8. Training & Innovation**  
**Interkultureller Dialog in Arbeit und Gesundheit**

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## International Projects - Cooperation Centre Hamburg

### **RESEARCH AND INNOVATION PROJECTS (FRP or Life)**

- **SUBSPRINT** Substitution of organic solvents by VOC-free high boiling vegetable oil-based esters in the printing industry (12 partners)
- **SUMOVERA** Substitution of mineral-oil based mould release agents by vegetable oil based esters (DE, FI, PO, NL)
- **VOFAPro** Technical and chemical properties of fatty acid esters (DE, NL, DK)
- **MetalVOC** Introduction of VOC-free cleaning technologies in the metal industry (DE, NL, AT)
- **CLEANTOOL** Worldwide database on integrated assessment of parts cleaning (DE, EE, ICE, GR, E)
- **Nanocap** Capacity building for environmental NGOs and trade unions in the field of nanotechnologies (16 partners)
- **VECTOR** Mobile video supported measurements of fine and ultrafine particles from traffic exhaust in different cities: Utrecht, Hamburg, Budapest and Vilnius (NL, DE, HU, LIT)

## International Projects - Cooperation Centre Hamburg

### EVALUATION PROJECTS

- **SPHERE+** Substitution Projects for Health and Environment (12 Case studies in Europe), Contract with DG Enterprise
- **Substitution** Substitution of Hazardous Chemicals in Products and Processes, 10 Case Studies in Europe, Contract with DG Env.
- **CADImple** Practical Implementation of the Directive 98/24 on the protection of workers' H&S from risks related to chemicals

### CONTRACTS WITH AGENCIES

- **Topic Centre Work Environment** Task of the Topic Centre is to collect, evaluate and analyze information on important aspects of issues of work and health protection on European level (16 partners)
- **PIMEX** Application of the Austrian PIMEX method as tool to reduce risks from dangerous substances in Greek and German companies (DE, AT, GR)

## (International) Projects – basic characteristics

- **Coordinator and partners!** The major burden is on the project coordinator (task leader etc)
- **Projects are unique and single copies!** I.e., there is a specific planning and communication effort needed.
- **Detailed work plans** already pretend time schedules, milestones, budgets and deliverables in advance of the real team building process [NANOCAP\\_proposal.pdf](#)
- **Documentation** There is additional time needed for documentation (time sheets, work package execution, description of delays, progress reports, technical reports, financial reports)
- **Arrangements** on methodology, goals and indicators for goals require a lot of formal and informal communication ([2008\\_06\\_09\\_CADimple\\_MasterToDoList.xls](#))

## (International) Projects – typical critical issues

- **The preparation phase** is short and hectic and leaves many questions open
- **The performance of the partners differs**
- **The methodology and the type of results differ** in detail, it can be difficult to integrate the results
- The coordinator is often not capable **to find agreements on common approaches** in a reasonable time
- The necessary efforts for **organisation, communication, planning, re-planning and documentation** are often underestimated, especially in scientific organisations.
- Projects are often of a **non-hierarchical nature**. People of different social or professional standing have to find their roles and functions. The building of a new team creates in general more stress in comparison to behaviour in familiar environments.

## Key term 'intercultural competence'

**Intercultural competence** is the capability of a team to work on a common project goal despite the different backgrounds of the persons and institutions

### **Typical differences**

- ❖ Competition or support (Individual vs. group)
- ❖ Importance of formal rules
- ❖ Hierarchy vs. participation
- ❖ Conflict vs. harmony orientation
- ❖ Detailed work plans vs. contextual understanding
- ❖ Pragmatic vs. conceptual

and more as e.g. duty to inform or duty to procure information.

## Typical intercultural dilemma (1,2)

**Competition  
and  
assertiveness**

Fostering individual success  
and incentives to achieve goals can  
interfere with respect for others  
and the common weal.

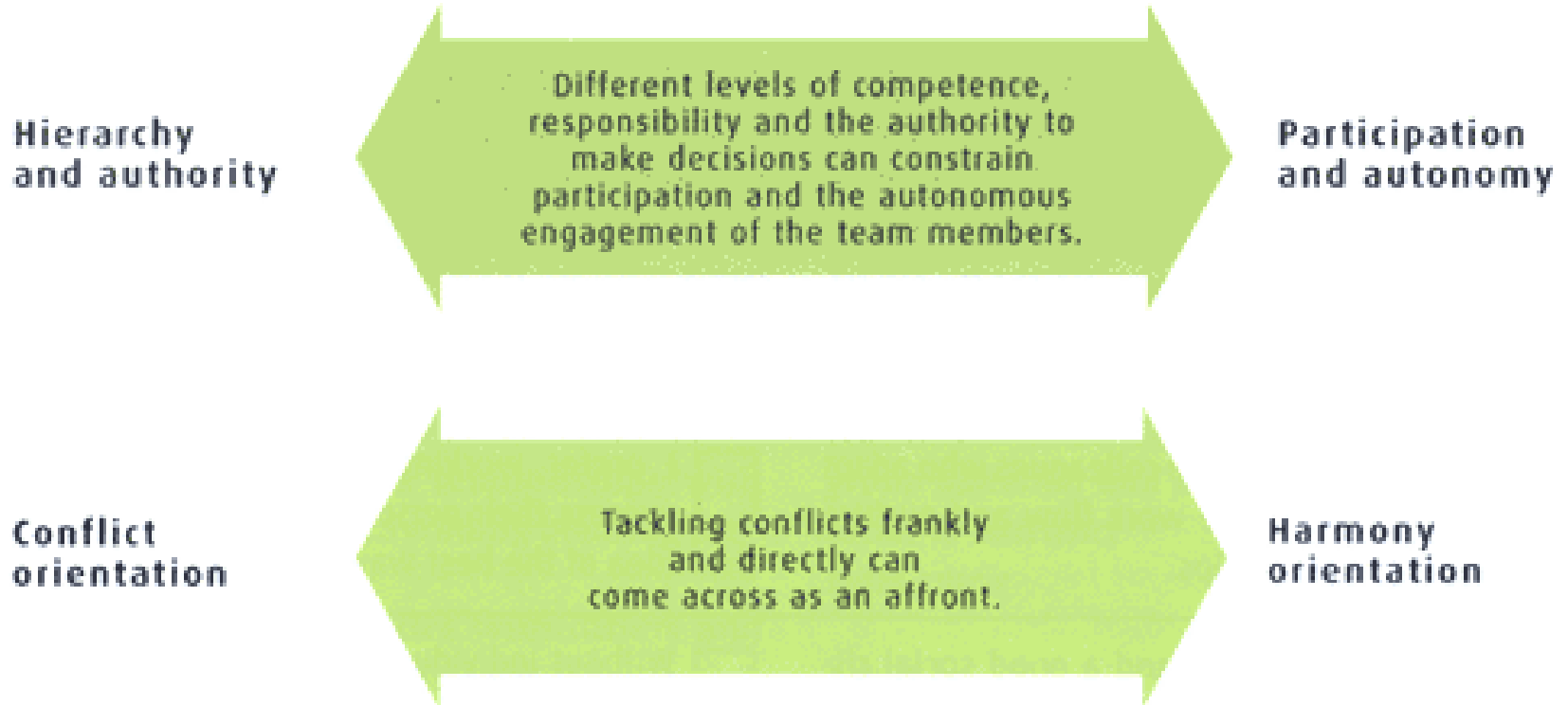
**Responsibility  
and care**

**Importance  
of formal rules  
and functions**

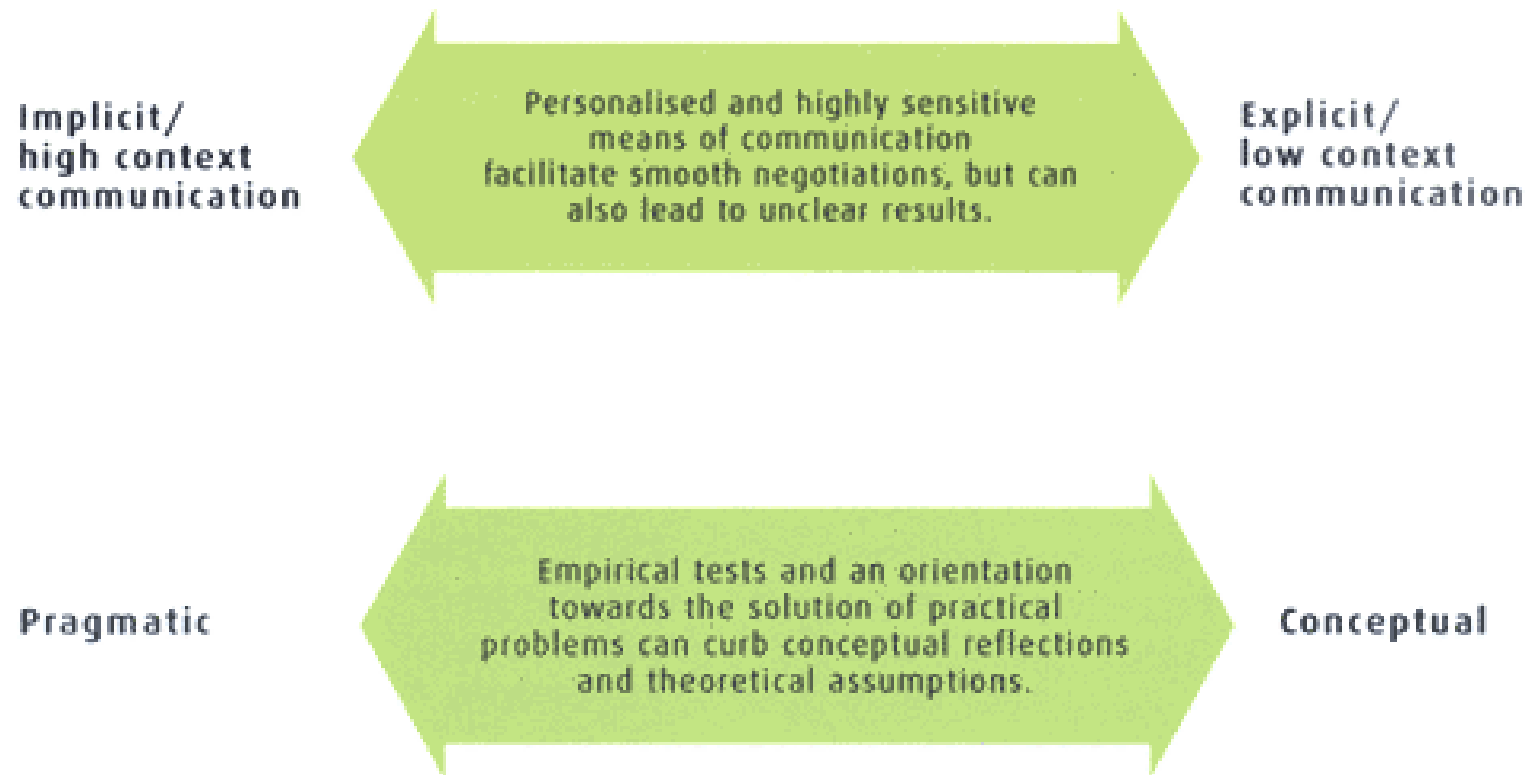
A clear definition of tasks  
and responsibilities  
can hinder individual creativity  
and the capacity  
to adapt to changing conditions.

**Importance  
of personal  
and contextual  
strategies**

## Typical intercultural dilemma (3,4)



## Typical intercultural dilemma (5,6)



## Self tests on CD or tests on paper

- **Ambiguity tolerance**
- **Intercultural sensitivity**
- **Aptitude to work in international teams**
- **Cultural standards**
- **Cultural dilemmas**