

2016 XJTLU Learning and Teaching Colloquium

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Performance Management frameworks in Higher Education in multicultural contexts: Cultural Dimensions Models and behavioral preferences towards the design of Performance Indicators



AGENDA

KPIS in Higher Education

- Significant trends in the evolution of Higher Education
- PMS frameworks in Higher Education

KPIS in multicultural contexts

- Variability in KPI systems
- **Integrative** PMS frameworks in multicultural contexts

Our Research

- Research Methodology
- The COI model

Participating in this Research

- Process
- Benefits & outcomes



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KPIs in Higher Education Today

TRENDS

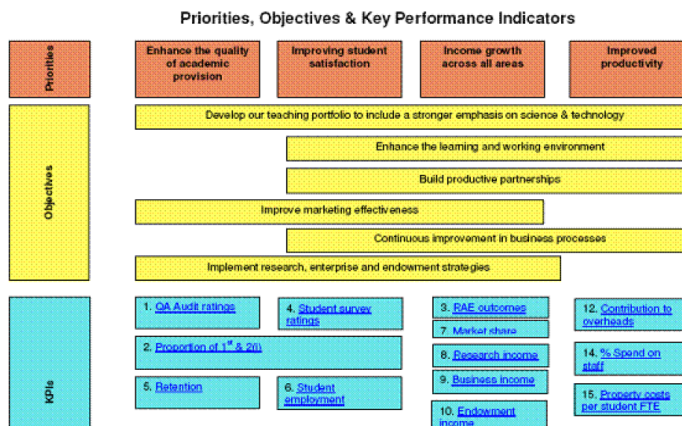
- Deregulation/internationalization
- Governance Structure/ Stakeholders
- Emergence of rankings
- Increased importance of monitoring performance
- Quality Frameworks (HEA...)



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KPIs in Higher Education

CHALLENGES ON IMPLEMENTATION



Recent research has explored whether there is a statistically significant difference between the ideas of university administrators and faculty members regarding how strictly Educational Performance Indicators for Educators (EPIE) should be monitored in the educational process (Hüner Şencana Istanbul Commerce University A. Tuğba Karabulutb)



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EXAMPLE

HOW UNDERSTANDING PREFERENCES MATTERS...

Lisa, new Head of Department at AAA university is running her first **performance rating** session for all faculty members She appointed one of her HR officer to collaborate with the HR Manager to plan and lead the session.

The **contribution forms were all submitted, but only the 'what' for result is only complete.**

Most form are only partially filled in or blank for the 'how'. The staff only want to review the results of performance measures.

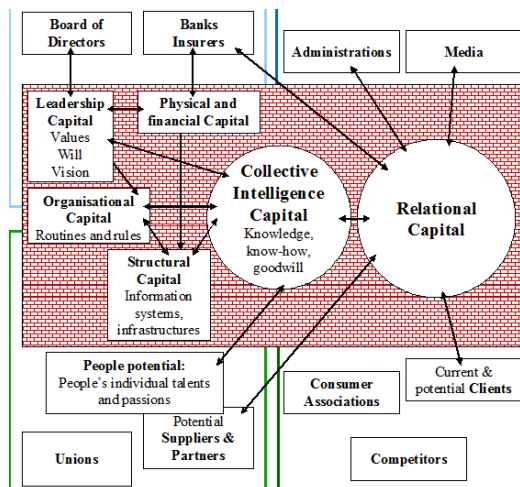
They are not interested in discussing how people got the results, only what they delivered.

It's the break in the session, they are way behind, and Lisa feels **very frustrated and uncomfortable** with how this is going. She keeps asking information on how the faculty staff are building the organization. In response the GMs either question why it matters or they are silent. She has conducted many ratings sessions during her career and it's never been so difficult.

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CONTEXTUAL-BASED MODELS

- Understanding organizational competitive advantage from a sociological perspective.
- EXTERNAL VERSUS INTERNAL ORIENTATIONS IN KPIs



The six elements of an organisation's capital in its environment according to Instantaneous Prospective Value Theory

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PMS = SOCIAL CONSTRUCTIONS

where Individuals and groups are seen as forming and negotiating notions and ideas of each other and the nature of perceived reality in the course of their interactions - Berger and Luckman (1966)

Are you sure
this is true...



“When you can measure what you are speaking about, and express it in numbers, you know something about it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely, in your thoughts advanced to the stage of science.”

Lord Kelvin [1824 -1907]



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BUT.....

‘The Western approach is **pretty simple**. You have key performance indicators (KPIs) that guide you. If employees meet their KPIs, they get rewarded. If not they do not get rewarded. If they miss by too much, **they may even get fired**. It is a very **focused and linear** approach.

The Chinese leader is much more patient. – friendship comes first. We can easily copy the Western reward system but we do much more. We cherish the relationships and harmony among our employees.

There are lots of dinners, parties that involve informal communications on non-business topics like family issues. We believe that this is the only way we lead people. We don’t lead from the top but from the Middle.. ‘

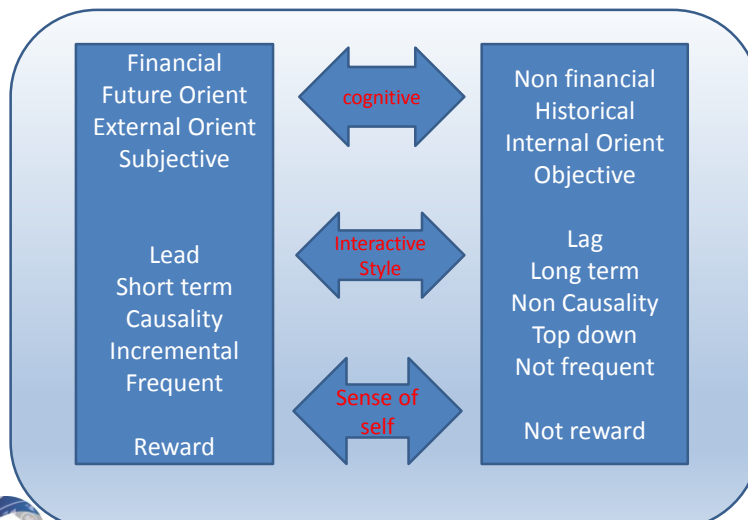
Gao Yong, President Career International Beijing





VARIABILITY OF PMS

Variability Indicators



RESEARCH OBJECTIVES

PREDICTING FACTORS

A quantitative, survey-based analysis using cultural models in order to investigate the relationships between cultural patterns and variations in management practices



- An attitude is an expression of favor or disfavor towards a person, place, thing, or event (the attitude object)
- Variability Index reflect the different ways that PMS can be designed and implemented
- Some other external factors (or stakeholders) may influence (for example, the strategy type)

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EXAMPLES

HYPOTHESIS TO BE TESTED

H1. An individual who has a strong preference for high context communication may be more willing to accept KPIs that bear a higher level of subjectivity in how to measure this KPIs e.g. the satisfaction of students will be measured preferably on the basis of students oral feedback rather than examination results

H2a. Participants with strong group focus orientation are more likely to be in favor of team-based level indicators than participants with low group focus orientation

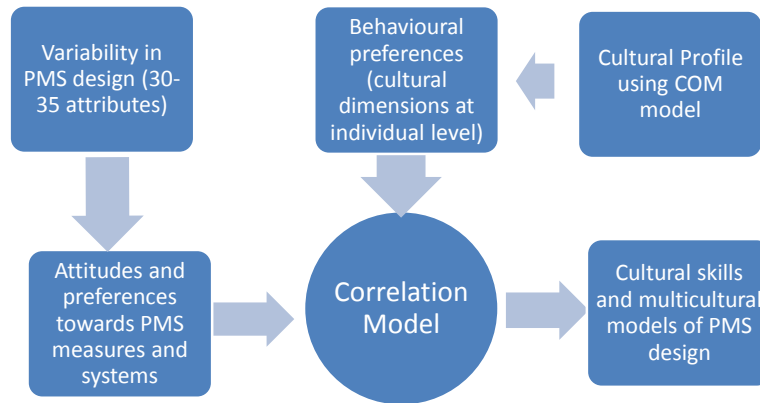
H2b. Participants with strong power distance orientation are more likely to be in favor of strategy- linked rather than operational level or management level indicators.

H.0 Preferences towards performance indicators are not influenced by the strategy type

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RESEARCH FRAMEWORK

RESEARCH METHODOLOGY



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EXAMPLE (Questionnaire)

On my opinion, I believe that Key performance indicators should be reviewed at least every month/
every week between managers and employees

Strongly disagree (1) (2) (3) (4) Strongly agree(5)

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I think Kpis should be strongly acted by the management team to be effective (for example, the
management will issue warnings when targets not met)

Strongly disagree (1) (2) (3) (4) Strongly agree(5)

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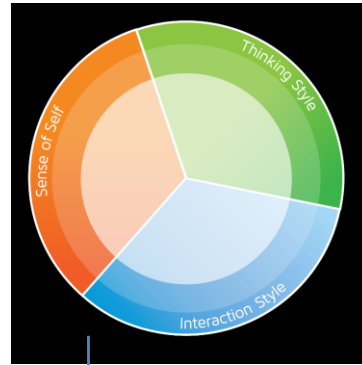
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CULTURAL/BEHAVIORAL PREFERENCES

Thinking Style
... how people process information

Sense of Self
... how people view identity and motivation

Interaction Style
... how people communicate and engage with others



BEING



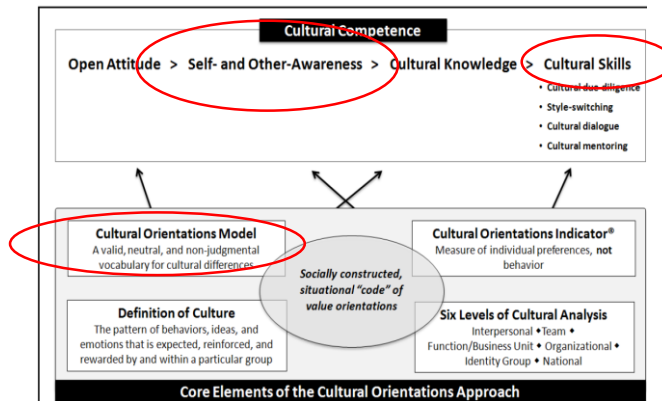
Relationships have priority. Nurturing relationship are essential to accomplishing tasks and objectives.

Tasks have priority. Tasks are independent of relationships. Relationships are nice to have, but not essential.

THEORETICAL FRAMEWORK

CULTURAL ORIENTATIONS MODEL

Figure 1: Elements of the Cultural Orientations Approach (COA)



Schmitz, J. (2012). *Understanding the Cultural Orientations Approach: An Overview of the Development and Updates to the COA*. Retrieved December 13, 2013 from <http://www.culturalnavigator.com>

SUMMARY

- This research investigates the **interrelations between the cultural orientations of individual members of a group and their preferences towards** performance measures and performance monitoring systems within the group. Link of causality between variables. Correlation between variables and/or group (t-test. ANOVA)
- The research adopts a **survey-based quantitative** approach using **on line questionnaires** to establish the cultural profile of a sample of 300 employees in the higher education sector based on a cultural orientation model containing 17 dimensions.
- The data collected will be compared to the results of interviews about their preferences in the design and use of performance indicators through correlation analysis.

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PARTICIPATING IN THE RESEARCH

BENEFITS

- Refer to guidelines
- Complete the form
Invitation to register an interest in participating in Research Study
- Get free access to
www.culturalnavigator.com



Cultural Navigator

Home > My COI Report

My COI Report

Interaction Style Thinking Style Sense of Self

How people tend to communicate and engage with others in work situations

Your **Interaction Style** results suggest that you tend to prefer the following:

- Following schedules and managing time precisely (*Fixed*)
- Focusing more on accomplishing tasks and taking action than on building relationships and planning (*Doing*)
- Handling conflict and giving feedback straightforwardly (*Direct*)
- Communicating with eloquence and open displays of emotion in work situations (*Expressive*)
- Adhering to protocol and social conventions in business situations (*Formal*)
- Applying rules and standards consistently and uniformly, regardless of the circumstances (*Universalistic*)

Download or print your Interaction Style Report:

[Download PDF](#)

My COI
Click to view details.

[Download Full COI PDF](#)

Compare with:

- [Colleagues](#)
- [Countries](#)
- [Functions](#)

The COI is a statistically validated cultural assessment that measures one's work style preferences against 3 dimensions of culture.

The COI assessment and personal report are available in multiple different languages.

The COI report includes 2 sets of comparison tools - **COI Country Comparisons** and **COI Teams Comparisons**.

HOW TO JOIN THE COMMUNITY OF PRACTICE?

- **What is the purpose of the study?**
- **Why have I been chosen to take part?**
- **What will happen if I take part?**

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